

2012 Canadian Tourism Sector Compensation Study



PREPARED FOR:

The Canadian Tourism Human Resource Council

PREPARED BY:

R.A. Malatest & Associates



CANADIAN TOURISM
HUMAN RESOURCE
COUNCIL

CONSEIL CANADIEN DES
RESSOURCES HUMAINES
EN TOURISME

Canada

Funded by the Government of Canada.

What's Inside

Analyses of salary data and general human resource trends in the tourism sector including:

human resource policies including gratuity splitting, perquisites, benefits, special work arrangements

compensation trends

salary and wage tables for benchmark positions in the tourism sector

attraction and retention practices

turnover rates and analyses

In order to help address issues critical to the success of Canadian tourism businesses, the findings of the study will be used to inform public policy and to help facilitate the development and adoption of concerted human resource strategies in the sector.

Copyright © Canadian Tourism Human Resource Council, 2013. All rights reserved. All trademarks mentioned herein belong to their respective owners. It is illegal to copy this resource in any form or by any means, electronic or mechanical, including photocopying without the prior written permission of the Canadian Tourism Human Resource Council. By downloading this document you are liable to abide by copyright law.

Disclaimer: Information has been obtained from sources believed to be reliable. However, because of the possibility of human or mechanical error, CTHRC does not guarantee the accuracy, adequacy or completeness of any of the information. The publisher and contributors shall not be held liable in any degree for any loss or injury by an omission, error, misprint or ambiguity. If you have any questions about the content of this publication, CTHRC staff are available to provide information and assistance.

The opinions and interpretations in this publication are those of the author and do not necessarily reflect those of the Government of Canada.

Canadian Tourism Human Resource Council

www.cthrc.ca

research@cthrc.ca

Suite 608 – 151 Slater Street

Ottawa, ON K1P 5H3

Tel: (613) 231-6949

The CTHRC is part of a network of tourism human resource development organizations across Canada. In each province and territory, local partners deliver the entire range of products and programs produced by the CTHRC. We would like to thank our provincial partners for their efforts in recruiting participants and promoting the compensation study.



Hospitality Newfoundland and Labrador (HNL)
Suite 102, 71 Goldstone Street
St. John's, NL A1B 5C3
Tel: 1-800-563-0700
E-mail: hnl@hnl.ca
Website: www.hnl.ca



Tourism Industry Association of PEI (TIAPEI)
25 Queen Street, 3rd Floor, PO Box 2050
Charlottetown, PE C1A 7N7
Tel: 1-866-566-5008
E-mail: tiapei@tiapei.pe.ca
Website: www.tiapei.pe.ca



Nova Scotia Tourism Human Resource Council (NSTHRC)
2089 Maitland Street
Halifax, NS B3K 2Z8
Tel: (902) 423-4480
E-mail: NSTHRC@tourism.ca
Website: www.tourismhrc.com



Conseil québécois des ressources humaines en tourisme (CQRHT)
2751, boul. Jacques-Cartier Est, bureau 200
Longueuil, QC J4N 1L7
Tel: (450) 651-1099
E-mail: info@cqrht.qc.ca
Website: www.cqrht.qc.ca



Manitoba Tourism Education Council (MTEC)
75 Scurfield Boulevard, Unit 3
Winnipeg, MB R3Y 1P6
Tel: (204) 957-7437
Website: www.mtec.mb.ca



Yukon Tourism Education Council (YTEC)
Suite C - 202 Strickland Street
Whitehorse, YT Y1A 2J8
Tel: 1-867-667-4733
E-mail: yukontec@northwestel.net
Website: www.yukontec.com



go2 — The resource for people in Tourism
Suite 450, One Bentall Centre
505 Burrard Street, P.O. Box 59
Vancouver, BC V7X 1M3
Tel: (604) 633-9787
E-mail: info@go2hr.ca
Website address: www.go2hr.ca



Saskatchewan Tourism Education Council (STEC)
Suite 102, 202 Fourth Avenue North
Saskatoon, SK S7K 0K1
Tel: 1-800-331-1529
E-mail: stec@sasktourism.com
Website: www.stec.com



Tourism Industry Association of New Brunswick (TIANB)
500 Beaverbrook Court, Suite 440
Fredericton, NB E3B 5X4
Tel: 1-800-668-5313
E-mail: info@tianb.com
Website: www.tianb.com



Ontario Tourism Education Corporation (OTEC)
21 Four Seasons Place, Suite 300
Toronto, ON M9B 6J8
Tel: 1-800-557-6832
E-mail: info@otec.org
Website: www.otec.org



Alberta Hotel and Lodging Association (AHLA)
2707 Ellwood Drive
Edmonton, AB T6X 0P7
Tel: (780) 436-6112
E-mail: info@ahla.ca
Website: www.ahla.ca

Executive Summary

Every two years, the CTHRC conducts a comprehensive analysis of compensation and benefits and human resource practices in the tourism sector in Canada. This study has grown over the years and now reports on over 45 tourism occupations by industry group, region, and employment status.

For this study, 1,668 tourism organizations across the country were surveyed, representing 2,394 business locations and over 42,000 employees. While this study can assist organizations to set pay policies and assess their competitiveness, it also provides vital information on human resource practices, and the sector's current challenges recruiting and developing a sustainable workforce. The study's findings will continue to inform the development of a comprehensive and concerted national human resource strategy that addresses the issues facing the tourism sector.

For tourism businesses, 2012 was a mixed year in terms of businesses growth. Almost half of tourism locations reported increased revenue compared to 2011, with 19% indicating that revenues had increased by more than 10%. Of the remaining locations, 29% saw revenues remain flat and a quarter of businesses experienced a decrease in revenue compared to 2011. Substantive gains in revenue were most commonly reported at establishments in the food and beverage and recreation and entertainment industries. Looking forward, just over a quarter (27%) of businesses surveyed expected to increase their workforce in 2013.

For those businesses looking to increase their staff compliment, attracting the right candidates can be one of their biggest challenges. Many frontline occupations are seasonal, part-time and often filled by students. As a result, employee turnover is characteristic of some areas of tourism. In fact, this study found that the overall voluntary turnover rate in tourism was 23% in 2011. The rate was lower for full-time staff (16%) but still well above the average turnover rate for the Canadian economy.

While this dynamic of high turnover is typical for some occupations – particularly those filled by part-time workers – it necessitates on-going recruitment initiatives. Employers are competing with other tourism businesses, as well as with other sectors of the economy for labour. Certain occupations, particularly those associated with food service, are particularly difficult to staff. Executive chefs are the most challenging occupation in this regard. Of all the executive chef positions reported on in this study, participants indicated that 79% were highly difficult to fill. Other “high difficulty” occupations included cooks, sous chefs and restaurant and food service managers.

Anticipated growth in the tourism sector, combined with the continuing need to provide a high level of service, will increase demand for tourism workers. Accurate data on compensation practices within the industry can help employers manage potential labour shortages. This study found that 92% of frontline staff in tourism receive an hourly wage, rather than a salary and 52% of frontline staff in tourism receive at least some gratuities. While a majority of locations had some form of gratuity splitting policy for frontline staff, very few offered gratuities to employees in management or supervisory roles. In fact, only 11% of managers and supervisors received gratuities; however, 40% were offered bonuses. The value of these bonuses was wide ranging, but the average for salaried managerial/supervisory staff amounted to 6% of total pay.

In addition to monetary compensation, tourism businesses provide a wide array of benefits and perks to their staff. On average, tourism businesses provide their employees with two to three benefits and roughly four perks. The commonly offered benefits include group health/dental insurance, life insurance and long-term disability. The most common perks were employee discounts, communication technology such as a company phone, and a company car or some form of transportation allowance.

The total compensation package offered to employees varies greatly between regions. For this reason, the following report provides data on benefits, perquisites, turnover and human resource management practices by industry, region and size of business. Wages and salaries for 45 occupations are broken out by industry, province, region and employment type.

In order to further the CTHRC's mandate, these results are available to the tourism sector free of charge. Businesses and associations that participated can access more detailed information by requesting individual cuts of data from the CTHRC. Questions about the report or inquiries about how you can participate in the next update should be sent to research@cthrc.ca

Table of Contents

SECTION 1: INTRODUCTION AND PROJECT OVERVIEW.....	3
1.1 BACKGROUND	3
1.2 SCOPE OF THE STUDY	4
1.3 PARTICIPATION BY PROVINCE/TERRITORY AND INDUSTRY GROUP	5
1.4 SAMPLE REPRESENTATION AND WEIGHTING STRATEGY.....	6
1.5 CHARACTERISTICS OF PARTICIPATING BUSINESSES.....	7
SECTION 2: SECTOR OVERVIEW	12
2.1 CHANGES IN REVENUE SINCE 2011	12
2.2 EXPECTED WORKFORCE CHANGE IN 2013.....	14
SECTION 3: RECRUITMENT, DEVELOPMENT AND TURNOVER	16
3.1 RECRUITMENT.....	16
3.2 HUMAN RESOURCE DEVELOPMENT PRACTICES.....	18
3.3 VOLUNTARY AND INVOLUNTARY TURNOVER IN TOURISM BUSINESSES.....	21
SECTION 4: TOTAL COMPENSATION	26
4.1 COMPENSATION STRUCTURES.....	26
4.2 GRATUITY PRACTICES AND POLICIES	28
4.3 BENEFITS.....	32
4.4 PERQUISITES AND INCENTIVES	36
4.5 BONUS PLANS.....	41
4.6 COMMISSION PAY	44
SECTION 5: SALARIES & WAGES	49
5.1 OVERVIEW	49
5.2 OCCUPATIONS PROFILED.....	50
5.3 COMPENSATION PROFILES OF SELECTED SALARIED OCCUPATIONS.....	52
5.4 COMPENSATION PROFILES OF SELECTED WAGE OCCUPATIONS	58
SECTION 6: MEDIAN COMPENSATION SUMMARY TABLES	66
6.1 CANADA.....	69
6.2 ALBERTA.....	105
6.3 BRITISH COLUMBIA	123
6.4 MANITOBA.....	145
6.5 NEW BRUNSWICK	158
6.6 NEWFOUNDLAND AND LABRADOR	172
6.7 NOVA SCOTIA.....	185
6.8 ONTARIO.....	202
6.9 PRINCE EDWARD ISLAND.....	228
6.10 QUÉBEC.....	240
6.11 SASKATCHEWAN.....	262
6.12 YUKON.....	278
SECTION 7: METHODOLOGY	291
7.1 PLANNING AND SET UP OF THE STUDY	291
7.2 DATA COLLECTION, VALIDATION AND ANALYSIS.....	292
7.3 SURVEY CHALLENGES	295
7.4 CONFIDENTIALITY	296

SECTION 8: ABOUT THE PARTICIPANTS	297
8.1 PARTICIPANT PROFILE – ORGANIZATIONS	297
8.2 PARTICIPANT PROFILE – LOCATIONS BY PROVINCE.....	299
8.3 PARTICIPANT PROFILE – LOCATIONS BY INDUSTRY GROUP	304
8.4 PARTICIPANT PROFILE – INCUMBENTS	307
SECTION 9: APPENDIX A	308
GRATUITY SPLITTING POLICIES	309
HUMAN RESOURCE DEVELOPMENT (HRD) PRACTICES.....	317
BENEFITS OFFERED TO STAFF	323
PERQUISITES AND INCENTIVES OFFERED TO STAFF.....	331
SECTION 10: APPENDIX B	339

SECTION 1: INTRODUCTION AND PROJECT OVERVIEW

1.1 Background

The Canadian Tourism Human Resource Council (CTHRC) is pleased to present the 2012 Canadian Tourism Sector Compensation Study, administered by R.A. Malatest & Associates. The study presents human resource data from 1,668 organizations, representing 2,394 business locations and more than 42,000 tourism employees from coast to coast to coast.

The CTHRC has commissioned biennial compensation studies since 2006, which have provided decision-makers in the tourism sector with valuable information on salaries and wages offered to the tourism workforce. This data allows the CTHRC and tourism stakeholders to develop sound, evidence-based human resource (HR) policies that allow the sector to recruit and retain a highly skilled workforce.

Canada's tourism sector is dynamic, and is a major contributor to the nation's economy. The 2012 study provides critical information on the status of the tourism sector workforce, as well as current trends, most notably on compensation levels and human resource strategies. This study sheds light on hiring practices such as screening criteria and identifies the tourism occupations that are hardest to fill. The study also provides data specific to tourism's uniquely challenging workforce characteristics, including workers who are often seasonal or part-time.

Attracting and retaining staff is a key challenge for many businesses. Tourism and hospitality employers must not only address the realities of a seasonal and part-time workforce, but one that is often comprised of young people engaged in their educational career, and the resulting voluntary turnover. Together, these challenges exacerbate the competition for qualified labour within the tourism sector as well as with other sectors of the economy.

The ability of employers in the tourism sector to attract and retain the best talent depends in part on their ability to offer fair and competitive compensation. This requires accurate and up-to-date compensation data on pay ranges, benefits and other elements of compensation such as perquisites and benefits. In addition, employers need to understand the less tangible elements that contribute to a positive employer-worker relationship, such as professional development opportunities.

The CTHRC worked with R.A. Malatest & Associates to increase data collection for the study in order to provide the most robust data possible. In preparation, collection challenges were identified and changes and enhancements were discussed and agreed to in the summer of 2012.

Subsequently, the survey included new questions to help determine factors influencing frontline staff hiring, the utilization of training programs, and staff projections for 2013, in addition to the benchmarking questions around compensation.

More than 17,000 tourism employers across the country were invited to participate in the study and the CTHRC leveraged its extensive connections with the sector to further promote engagement. Employers from the tourism sector invested substantial effort in preparing and submitting the data that drives this report. R.A. Malatest & Associates and the CTHRC greatly appreciate their effort and hope that their hard work pays off as they, and other employers who were not able to participate in

the study, use the report to forge sound HR strategies that support the sector's growth and sustainability.

1.2 Scope of the Study

For most questions, businesses provided data that was current at the time of the survey (i.e. fall 2012 and winter 2013). For other questions, such as average number of employees, respondents were asked to provide information from the last completed calendar year (i.e. 2011). Finally, for some questions, businesses were asked to make projections for the future, such as expected increases or decreases in employment levels. As such, the report findings refer to a range time, from 2011 to 2013, but unless otherwise stated, the analysis refers to the time of data collection.

Four of the five tourism industry groups, as defined by the Tourism Satellite Account, are covered by this study. These industry groups are listed below and are accompanied by the North American Industry Classification System (NAICS) codes used to define them:¹

- **Accommodation**
 - 7211 Traveller accommodation
 - 721211 RV (recreational vehicle) parks and campgrounds
 - 721212 Hunting and fishing camps
 - 721213 Recreation (except hunting and fishing) and vacation camps
- **Food & beverage services**
 - 72211 Full-service restaurants
 - 72221 Limited-service eating places
 - 72241 Drinking places (alcoholic beverages)
- **Recreation & entertainment**
 - 51213 Motion picture and video exhibition
 - 7111 Performing arts companies
 - 7112 Spectator sports
 - 7115 Independent artists, writers and performers
 - 7121 Heritage institutions
 - 7131 Amusement park and arcades
 - 7132 Gambling industries
 - 71391 Golf courses and country clubs
- **Travel Services**
 - 5615 Travel arrangement and reservation services

¹ While the NAICS has recently been updated, the 2007 edition was used to define the four industry groups for this study to maintain comparability with previous compensation studies. NAICS 2012 – NAICS 2007 concordance tables are available from Statistics Canada: <http://www.statcan.gc.ca/concepts/concordances-classifications-eng.htm>

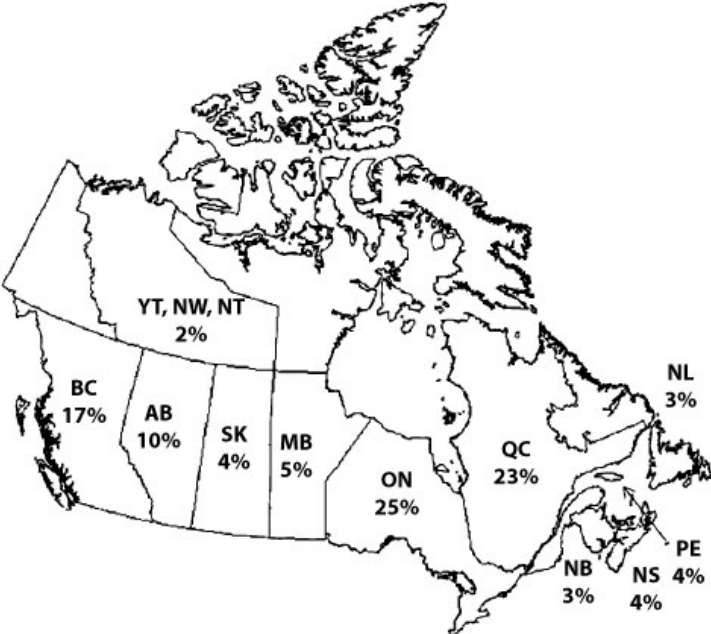
In order for the data to be pertinent to individual tourism businesses, findings are provided on a national, provincial / territorial, and regional basis where sufficient data is available. At various points throughout this report, data may be displayed for the following geographic areas:

<p>Alberta Calgary Edmonton Mountain Parks Other Alberta</p> <p>Nova Scotia Metro Southwest Central Northern</p> <p>Ontario Greater Toronto Area South Western Niagara Central Ottawa Eastern Northern</p>	<p>Newfoundland & Labrador St. John's Other NL</p> <p>British Columbia Lower Mainland Victoria Whistler Thompson / Okanagan Other BC</p> <p>Manitoba Winnipeg Other MB</p> <p>New Brunswick Northern Central Southern</p>	<p>Prince Edward Island Charlottetown Other PEI</p> <p>Québec Montréal National Capital Region Outer Regions</p> <p>Saskatchewan Saskatoon Regina Other SK</p> <p>Yukon / Northwest Territories Whitehorse Other Yukon / NWT</p>
--	---	--

1.3 Participation by Province/Territory and Industry Group

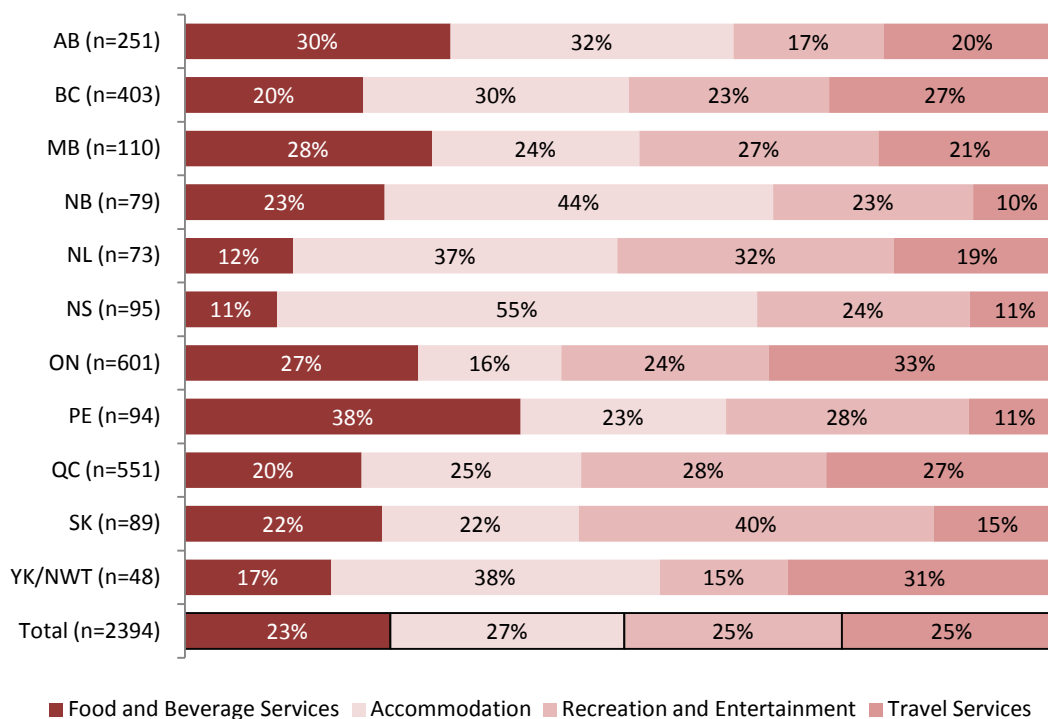
The data in this report are based on information provided for 2,394 business locations. The unweighted proportion of respondent locations is shown in Figures 1.1 (by province or territory) and 1.2 (by industry group and province) below.

Figure 1.1: Participating Locations by Province or Territory (Unweighted)



Percentages may not total 100% due to rounding.

Figure 1.2: Participating Locations by Region and Industry Group (Unweighted)



Percentages may not total 100% due to rounding.

1.4 Sample Representation and Weighting Strategy

The proportions of participating locations reported above do not necessarily match the composition of the Canadian tourism sector as a whole. Rather, these observed proportions are the result of survey completion targets deliberately set to over- and under-sample certain groups, as well as targets that were under- or over-achieved. In order to present data that is more representative of the distribution of tourism locations across Canada in 2012, the data has been weighted by province/territory and by industry group.

Table 1.1 (below) contains the raw and the weighted distribution of participating locations by province/territory and by industry group. As can be seen, larger groups, such as food and beverage services, are weighted-up to their national proportion, while smaller groups, such as accommodations and travel services, are weighted-down. All analysis in this report reflects this weighting strategy, unless otherwise specified.

The size of the business location (i.e. number of employees) was not considered when targets were set for survey completions and is not reflected in the weighting strategy; however, it is important that the compensation data reflect business size. To that end, the compensation data presented in Section 6 of this report considers the number of employees for which the participating business was providing data.

Table 1.1: Participating Locations by Province and Industry Group, Weighted and Unweighted

	Food & Beverage Services		Accommodation		Recreation & Entertainment		Travel Services		Total Count	
	Raw	Weighted	Raw	Weighted	Raw	Weighted	Raw	Weighted	Raw	Weighted
AB	30%	67%	32%	12%	17%	17%	20%	4%	251	260
BC	20%	61%	30%	12%	23%	22%	27%	6%	403	400
MB	28%	59%	24%	15%	27%	22%	21%	4%	110	73
NB	23%	60%	44%	17%	23%	21%	10%	2%	79	52
NL	12%	50%	37%	23%	32%	23%	19%	5%	73	40
NS	11%	59%	55%	17%	24%	21%	11%	3%	95	66
ON	27%	66%	16%	8%	24%	21%	33%	5%	601	823
PEI	38%	50%	23%	29%	28%	21%	11%	0%	94	14
QC	20%	64%	25%	10%	28%	22%	27%	4%	551	585
SK	22%	56%	22%	21%	40%	20%	15%	3%	89	71
North	17%	33%	38%	44%	15%	22%	31%	0%	48	9
Total	23%	63%	27%	11%	25%	21%	25%	5%	2,394	2,394

Percentages represent share of all tourism locations per province/territory and nationally (raw and weighted percentages each total 100% per row).

1.5 Characteristics of Participating Businesses

This study reports on 2,394 tourism locations across Canada, with the data provided by 1,668 distinct organizations. Most organizations reported for a single business location but some reported for a few locations, such as multiple franchises under one owner, or many business locations (e.g., one hundred locations under the same corporate ownership). The following presents a description of all respondents, at either the organization or location level, as applicable. Results presented elsewhere are reported at the location level only, unless otherwise specified.

Business Revenue

Participants were asked to provide the total annual revenue for all the locations for which they were responding (Table 1.2). Results show that 58% of participating organizations earned less than \$1 million. The food and beverage industry had the smallest proportion of organizations reporting revenue in excess of \$5 million or more (3%), while the travel services industry was the most likely to have organizations earning in excess of \$25 million (5%). Even so, almost half of travel services respondents reported annual revenues of less than \$1 million (47%). As seen in Table 1.3, few substantial differences in revenue were observed by region.

Table 1.2: Total Annual Gross Revenue of Participating Organizations, by Industry Group

	Total n=1,462	Food & Beverage n=350	Accommodation n=441	Recreation & Enterta433	Travel Services n=238
Less than \$1 million	58%	62%	50%	69%	47%
\$1 to \$4.9 million	31%	35%	33%	22%	37%
\$5 to \$24.9 million	9%	2%	15%	7%	11%
\$25 million or more	2%	1%	2%	3%	5%

Table 1.3: Total Annual Gross Revenue of Participating Organizations, by Region

	Total n=1,462	BC n=264	AB n=123	SK + MB n=131	ON n=320	QC n=396	Atl. n=207	YK + NT n=21
Less than \$1 million	58%	50%	49%	53%	62%	58%	69%	71%
\$1 to \$4.9 million	31%	39%	33%	36%	27%	30%	24%	24%
\$5 to \$24.9 million	9%	7%	16%	11%	8%	9%	7%	5%
\$25 million or more	2%	4%	2%	0%	3%	2%	1%	0%

Workforce Size

Table 1.4 shows the distribution of workforce size of the organizations and locations that provided this information. Total workforce size includes all estimated seasonal, part-time, and full-time employees during peak season. Location workforce size is the average number of employees per location. The majority of organizations (58%) and locations (56%) had a workforce of fewer than 20 employees.

Workforce size per location was calculated by apportioning the total employment cited by the organization proportionately among its locations. For the 1,668 organizations participating, the workforce size per location was determined in the following ways:

- For the 1,496 organizations that provided data for a single location, the workforce size per location is simply the total employment reported.
- For the 127 organizations that provided data for multiple locations (638 locations in total), workforce size per location was calculated by apportioning the total employment cited by the organization among its locations. For 106 of 127 organizations, an estimate of each location's workforce size was established using the occupation data provided for each location in the job submission form. This allowed total employment to be proportionately distributed among locations. Where the data did not allow proportional distribution, workforce size per location was estimated by dividing total employment by number of locations.
- For the 45 organizations that responded for single or multiple locations (260 locations in total), but did not provide total employment figures, the workforce size per location could not be calculated. Hence, comparisons by workforce size only account for 1,623 organizations (or 2,134 of 2,394 participating locations). Of the 45 organizations which did not provide total employment figures, 41 did provide occupation-level data which is represented in the summary compensation tables.

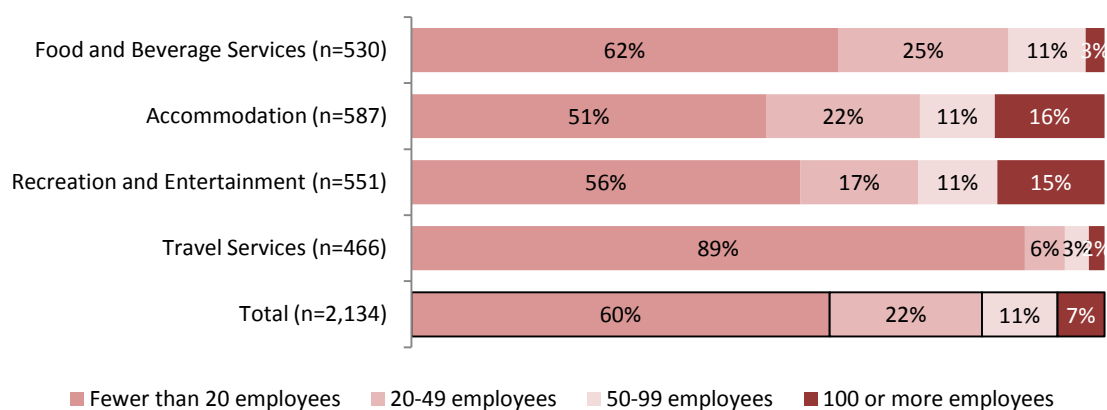
Table 1.4: Workforce Size per Participating Organization and Location (Not Weighted)

Workforce Size	Responding Organizations		Responding Locations	
Fewer than 20 employees	962	59%	1329	62%
20 to 49 employees	311	19%	412	19%
50 to 99 employees	161	10%	198	9%
100 or more employees	189	12%	195	9%
Total	1623	100%	2134	100%

Percentages may not total 100% due to a small number (~1%) of organizations unable to provide estimates.

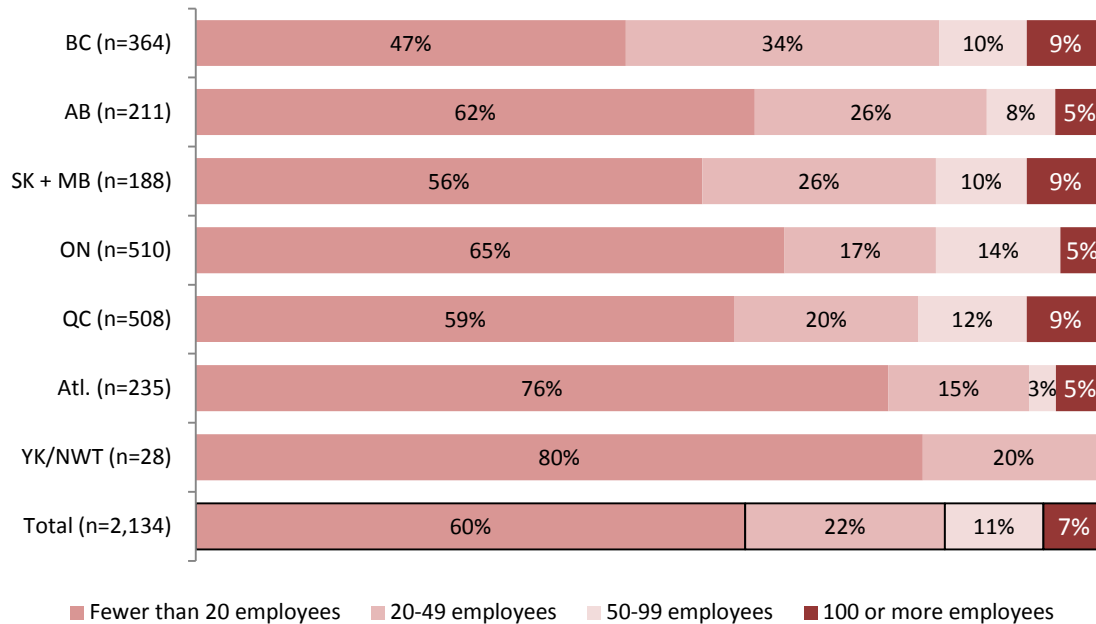
The locations with the largest workforce size were mostly in the accommodation and recreation & entertainment industries. This is not surprising as these industries include large hotels, ski resorts, and amusement parks (See Figure 1.3). The travel services industry was overwhelmingly comprised of locations with fewer than 20 employees; this is largely influenced by travel agencies and visitor information centres.

Figure 1.3: Workforce Size by Industry Group



Some variation in location workforce size between regions was apparent (see Figure 1.4). Ontario, Atlantic Canada and Yukon had a larger percentage of small locations (fewer than 20 employees) compared to other regions, while Western Canada (British Columbia, Alberta, Saskatchewan and Manitoba) have a higher proportion of mid-sized locations with 20 to 49 employees). Moreover, 9% of locations in British Columbia, Manitoba and Saskatchewan had 100 employees or more.

Figure 1.4: Location Workforce Size by Region



Management Structure

The management structure of participating locations reveals that most were owner operated non-franchises (46%), or owner operated franchises (22%). When examining the data by industry group (Table 1.5), food and beverage (54%) and accommodation (50%) businesses were particularly likely to be owner operator non-franchises. Travel service locations were more commonly a subsidiary/division of another organization (50%), while recreation and entertainment locations were a mix of various structures including not-for-profits (29%), owner operator non-franchises (25%), subsidiaries (17%) and parent organizations (13%).

Table 1.5: Management Structure of Participating Locations, by Industry Group

	Total n=2,373	Food & Beverage n=557	Accommodation n=634	Recreation & Entertainment n=590	Travel Services n=592
Owner operator non-franchises	46%	54%	50%	25%	20%
Owner operator franchises	22%	31%	17%	1%	8%
Parent organization	11%	11%	9%	13%	7%
Subsidiary / division	9%	3%	13%	17%	50%
Not-for-profit / volunteer run	7%	0%	1%	29%	7%
Government	2%	0%	0%	9%	5%
Other	3%	1%	10%	6%	3%

The majority of locations in British Columbia (56%), and Québec (56%) were owner operator non-franchises as were a plurality of the locations in Saskatchewan and Manitoba (41%), Ontario (39%) and Atlantic Canada (49%). Locations which were a subsidiary or a division within another organization were most common in Alberta, and parent organizations were most common in Ontario (See Table 1.6).

Table 1.6: Management Structure of Participating Locations, by Region

	Total n=2,373	BC n=403	AB n=251	SK + MB n=199	ON n=601	QC n=550	Atl. n=340
Owner operator (non-franchise)	46%	56%	27%	41%	39%	56%	49%
Owner operator (franchise)	22%	16%	33%	32%	24%	16%	23%
Parent organization	11%	5%	10%	3%	16%	11%	3%
Subsidiary / division	9%	9%	18%	9%	10%	4%	6%
Not-for-profit / volunteer	7%	8%	7%	9%	5%	8%	9%
Government	2%	1%	1%	3%	3%	2%	4%
Other	3%	4%	5%	3%	2%	2%	6%

Data for the Yukon/NWT omitted due to small sample size.

SECTION 2: SECTOR OVERVIEW

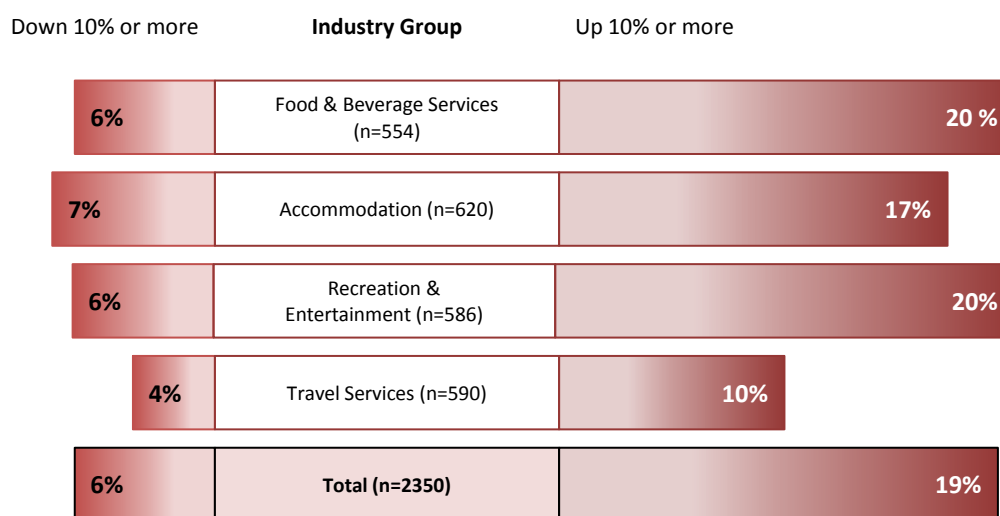
Based on participating locations, the tourism sector appears healthy. Many businesses experienced substantial growth in revenues in 2012 compared to the previous year. Participating locations were also optimistic about 2013, as employment levels were expected to increase during the coming year. This sense of optimism appears most pronounced in the food and beverage services industry, as well as in Western Canada.

2.1 Changes in Revenue since 2011

Nearly half (46%) of all locations reported that revenues had increased to some degree, with 19% reporting a revenue increase of ten percent or more. One-quarter (25%) of locations reported a revenue decrease, with six percent indicating the decrease was ten percent or more.

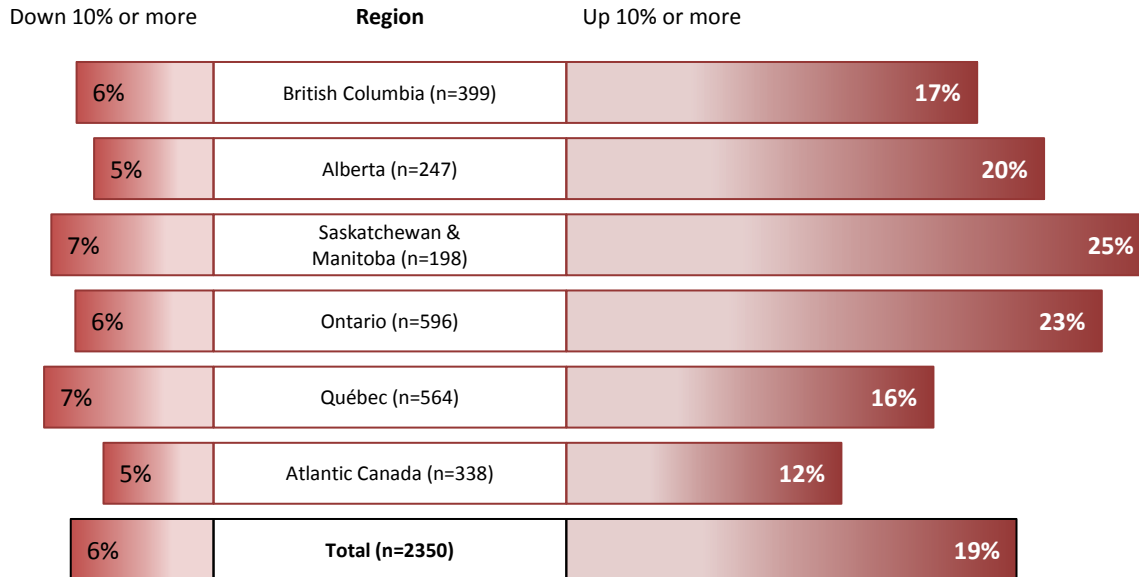
The percentage of businesses with revenue changes of ten percent or more are shown by industry group in figure 2.1. The food and beverage services and recreation and entertainment industries reported gains in revenue that were roughly equal to the overall average. The accommodation industry saw a lower percentage of locations reporting increases and a slightly higher percentage of locations reporting decreases compared to the overall trend. Only one in ten (10%) travel services locations reported revenue gains equal to or in excess of ten percent.

Figure 2.1: Changes in Revenue (2011 to 2012) by Industry Group



Substantive gains in revenue were most common among locations in Ontario and the Prairie Provinces. Nearly a quarter of locations in Ontario (23%) reported gains in revenue equal to or greater than ten percent (Figure 2.2). Western Canada, with the exception of British Columbia, observed a similar trend. Tourism locations in Québec, Saskatchewan and Manitoba were the most likely to report decreased revenues of ten percent or more, but at least twice as many locations in those provinces reported equivalent gains in revenue. Only 12% of locations in Atlantic Canada reported increased revenues of ten percent or more, but this was well above the number reporting decreased revenue.

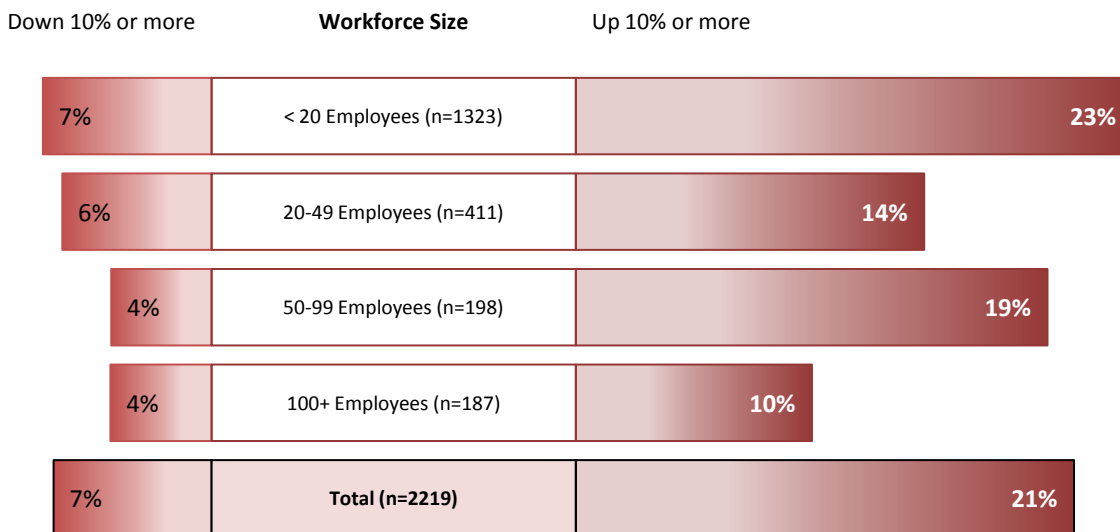
Figure 2.2: Changes in Revenue (2011 to 2012) by Region



Data for the Yukon/NWT omitted due to small sample size.

As seen in Figure 2.3, many locations with workforces of fewer than 20 employees and those with between 50 and 99 employees had an increase in revenue of ten percent or more (23% and 19% of locations respectively). Larger businesses were less likely to report an increase in revenue of ten percent or more but were also less likely to report a decrease in revenue of the same value, suggesting that the revenue stream at these locations is fairly stable.

Figure 2.3: Changes in Revenue (2011 to 2012) by Workforce Size

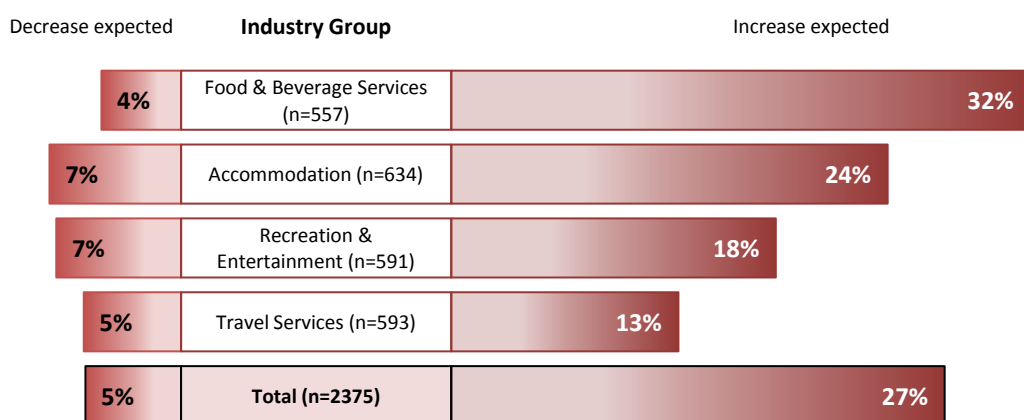


2.2 Expected Workforce Change in 2013

Looking forward to 2013, almost two thirds of locations (63%) expected that their workforce would remain the same size as in 2012. However, of those projecting change, 27% were predicting growth. Only five percent expected to reduce their workforce.

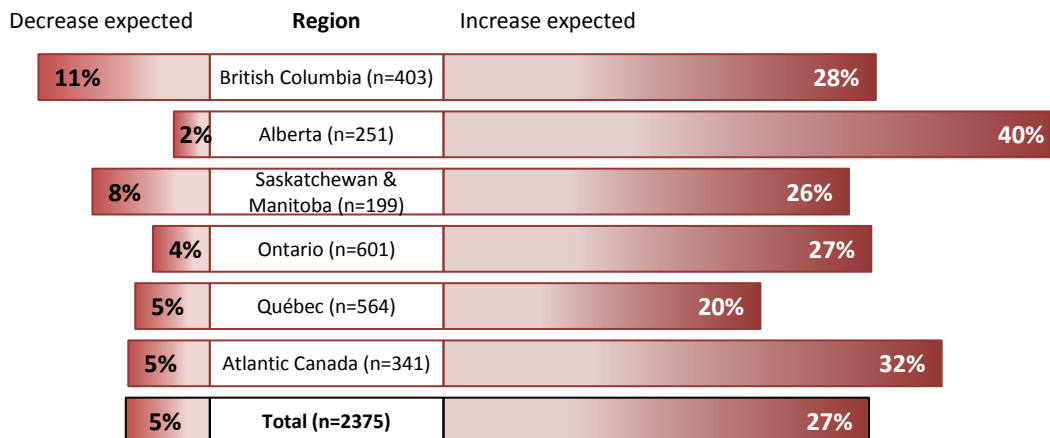
Although the general trend held true across industry groups and major regions, there was substantial fluctuation in the percentage of locations expecting workforce growth (see Figures 2.4 and 2.5 below). Just under one-third (32%) of food and beverage services locations expected to grow their workforce in 2013. Meanwhile, travel service locations were least likely to anticipate workforce growth (only 13%).

Figure 2.4: Locations Projecting Workforce Size Change in 2013 by Industry Group



By region, Alberta held the most positive outlook for staffing levels with 40% of Alberta locations expecting to increase their staffing levels (see Figure 2.5). The other western provinces and Ontario had less bullish outlooks for 2013, but still had a larger percentage of locations expecting growth than decline. Businesses in Atlantic Canada were also optimistic, with nearly a third (32%) of tourism enterprises in that region expecting to add positions in 2013. Quebec locations were the least likely to project workforce growth (20%).

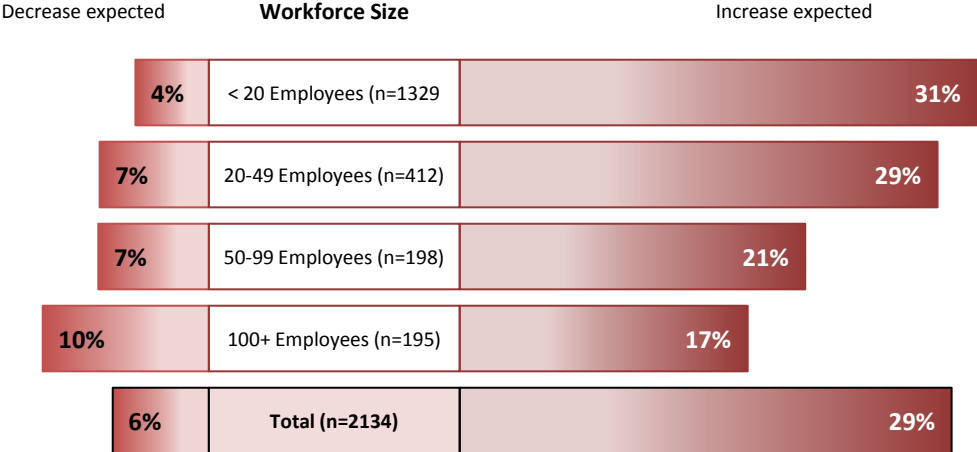
Figure 2.5: Locations Projecting Workforce Size Change in 2013 by Region



Data for the Yukon/NWT omitted due to small sample size

Workforce projections are further nuanced by the size of the location (see Figure 2.6 below). As the number of employees working at a location increased, it became less likely that the business expected to increase its workforce size in 2013. Locations employing less than 20 people were the most likely to expect growth, while large locations (i.e., those employing more than 100 people) were the least likely. About one in five mid-sized locations expected to take on more positions in 2013. However, even among large locations, a significant proportion expected their workforce to increase (17%) compared to those expecting a decrease (10%).

Figure 2.6: Locations Projecting Workforce Size Change in 2013 by Workforce Size



SECTION 3: RECRUITMENT, DEVELOPMENT AND TURNOVER

This section contains findings that illustrate more than just the economics of the tourism sector; these findings also illustrate how the sector is doing in terms of recruiting and developing a sustainable workforce. This section presents information about the factors that influence recruitment, human resource development, and turnover rates. Overall, these data suggest that tourism businesses continue to have difficulty in filling positions in many particular occupations. However, these data also suggest that voluntary turnover in the sector may be decreasing.

3.1 Recruitment

Participating locations were asked to rate the difficulty (low, medium, or high) they experience staffing each position within their organization. Table 3.1 (below) shows the positions that employers commonly reported were highly difficult to fill. In food and beverage services, accommodation, and recreation and entertainment, businesses consistently reported that finding qualified executive chefs was the most challenging. Among all executive chef positions reported on, 79% were highly difficult to fill. Businesses in those three industry groups also commonly experienced difficulty staffing other cooking positions (e.g. sous chef, cook). Businesses also commonly reported a high degree of difficulty filling managerial positions.

Organizations from the travel services industry reported less difficulty finding staff. The most difficult position to fill was general managers /directors. However, high staffing difficulty was indicated for less than half of reported cases (40%). High staffing difficulty was even less common for frontline positions in the travel service industry.

Table 3.1: Top Five Positions Businesses Experience “High Difficulty” Staffing, by Industry Group

Food & Beverage Services (n=481)		Accommodations (n=549)	
Position	% of Positions	Position	% of Positions
Executive chef	72%	Executive chef	82%
Sous chef	55%	Director of sales and marketing	57%
General manager / director	45%	Sous chef	46%
Cook	41%	Restaurant & food service manager	44%
Restaurant & food service manager	33%	Cook	40%
Recreation & Entertainment (n=519)		Travel Services (n=559)	
Position	% of Positions	Position	% of Positions
Executive chef	67%	General manager / director	40%
Superintendent maintenance / groundskeeper	53%	Sales representative / ticket agent	22%
General manager / director	44%	Director of sales and marketing	22%
Director of sales and marketing	38%	Travel agency manager	13%
Cook	36%	Travel counsellor	13%

“Percent of positions” refers to the share of positions which responding organizations scored as being difficult to hire. The positions listed above have been limited to those common to the industry group, for which at least three distinct organizations provided data, and for which at least thirty (30) unique positions have been documented (e.g. a full-time cook with location X would count as one position; a part-time cook with the same location would count as a second position).

Businesses also reported high difficulty staffing positions more specific to their line of business. For instance, theatres reported difficulty staffing performing arts managers and other professionals (e.g. directors, choreographers, other non-performers), and museums and galleries reported high difficulty staffing conservators or curators. For a full listing of hiring difficulty for all positions surveyed, and compared between industry groups and regions, see Appendix C.

For some occupations, employers can fill positions by hiring workers with recognized formal education that ensures candidates have the skills required to successfully carry out the tasks associated with their position. For other positions, such as frontline occupations for which formal education is less common, employers must rely on other criteria to help screen candidates. As a result, the criteria used to fill positions vary based on occupation and, ultimately, industry group.

Table 3.2 shows the relative importance of seven screening criteria when hiring frontline staff by industry group. Respondents rated the importance of each criteria using a seven-point scale (1=lowest importance; 4=average importance; 7=greatest importance). In general, the data confirm that employers make hiring decisions for frontline positions based on practical concerns, such as the candidates' availability to work the required hours, and their perception of the candidates' personalities. Often, the skills and experience of the candidates play a less important role.

Table 3.2: Importance* of Selected Screening Criteria for Frontline Applicants, by Industry Group

	Total (n=2,350)	Food & Beverage Services (n=555)	Accommodations (n=629)	Recreation & Entertainment (n=580)	Travel Services (n=588)
Availability to work hours required	6.5	6.5	6.6	6.5	6.1
Personality	6.4	6.4	6.3	6.3	6.7
Training	4.9	4.8	4.7	4.9	5.4
Professional experience	4.7	4.5	4.7	4.8	5.6
Formal education	3.8	3.5	4.0	4.4	4.9
Non-professional experience	3.7	3.6	3.7	4.2	3.9
Professional certification	3.7	3.5	3.9	4.1	4.9

***The number of respondents varies between criteria due to non-response.*

Compared to the sector average, employers in the travel services industry were more likely to consider not only practical concerns, but also concrete measures of candidates' skills such as training, formal education and professional certifications.

Organizations also identified other screening criteria that were not included in the list, such as bilingualism, technical skills, and local knowledge. Some organizations also stressed particular personality characteristics such as enthusiasm, honesty, and social skills. However, these were reported too infrequently to merit analysis by region, industry group, or workforce size.

3.2 Human Resource Development Practices

Many employers realize that the best way to retain their workers is by investing in their skills and showing a commitment to their employee’s career development. These organizations make concerted efforts regarding the ongoing development of their staff to ensure that they have the skills required to do their current job, and can develop the skills required to progress to a more senior position in the future. Other employers follow an informal approach that aims to provide staff with the skills they require on the job and as-needed.

Table 3.3 illustrates how an employer’s human resource development offerings differ by position level. While many provide informal and on-the-job training opportunities to their frontline staff and managers/supervisors, a smaller percentage offered professional development to their owners and executives.

The most common approach to skills development was job shadowing. When considering all position levels, 71% of responding locations provided job shadowing – though it was most commonly offered to frontline staff (66% of locations). By contrast, only 12% of locations provided job shadowing opportunities to owners/executives. Rather, managers and executives were more likely to attend conferences, workshops and other learning and networking events. Almost two-thirds (63%) of reporting locations had their frontline staff participate in cross training. It is interesting to observe that online learning was more prevalent than classroom instruction across all position levels.

Other human resource development practices mentioned by responding locations included off-site meetings and discussion groups, and in-house programs. However, these mentions were too infrequent to for any specific training practice to merit analysis by region, industry group, or workforce size.

Table 3.3: Human Resource Development Practices by Position Level

Professional Development Offerings	TOTAL	Offered to		
	(offered at some level)	Executives / Owners	Managers / Supervisors	Frontline Staff
Job shadowing	71%	12%	35%	66%
Sending employees to conferences, workshops and other networking events	68%	44%	60%	28%
Cross training	66%	15%	38%	63%
Mentoring	59%	18%	42%	46%
Online learning resources	54%	30%	48%	41%
Classroom instruction (enrolment in external programs)	48%	26%	42%	28%

n=2376

Human Resource Development Practices by Region

The results show differences in human resources development practices by region, often supporting the results of previous research. The 2010 compensation report showed that locations in Québec were less likely to invest in human resource development practices than those in other

regions², despite Québec’s requirement for employers to invest 1% of payroll into skills development. The current study confirmed this, as a smaller percentage of locations in Québec provided training. Most notably, Québec locations were less likely to offer online learning resources and were less likely to provide mentoring. At the other end of the spectrum, locations in Alberta were the most likely to offer all seven of the identified human resource development practices (See table 3.4).

Table 3.4: Human Resource Development Practices, by Region

Professional Development Approach	Offered to Staff at Some Level							
	Total (N=2,376)	BC (n=403)	AB (n=251)	SK & MB (n=199)	ON (n=601)	QC (n=551)	Atl. (n=341)	YK & NWT (n=34)
Job shadowing	71%	71%	80%	68%	74%	66%	61%	67%
Sending employees to conferences, workshops and other networking events	68%	66%	83%	70%	73%	56%	69%	67%
Cross training	66%	66%	79%	66%	71%	57%	56%	50%
Mentoring	59%	67%	74%	58%	61%	45%	62%	67%
Online learning resources	54%	45%	70%	54%	66%	34%	61%	50%
Classroom instruction (enrolment in external programs)	48%	46%	62%	41%	54%	39%	47%	50%

Human Resource Development Practices by Industry Group

The prevalence of human resource development practices also varies by industry group (see Table 3.5). Due to its unique role within the sector, it is not surprising to find that the travel services industry has noticeably different approaches to human resource development than the other industry groups. Travel service locations were most likely to offer four of the six skills development practices under study. More specifically, they were most likely to make use of:

- Conferences, workshops and other learning and networking events (96%);
- Online learning resources (82%);
- Job shadowing (80%); and,
- Mentoring (77%).

However, travel services lagged significantly behind all other industry groups in offering cross training. This may result from the relatively smaller number of unique and specialized occupations observed among travel services organizations. Among locations in the other three industry groups, which have a wider variety of occupations, at least 60% of locations provided cross training. Also notable, 89% of recreation and entertainment industry locations made use of conferences, workshops and other learning and networking events.

² The previous study asked respondents to rate the level of investment in skills development practices across position levels. The current study asked respondents to identify the position levels for which these practices were offered, if at all.

Table 3.5: Human Resource Development Practice, by Industry Group

Professional Development Approach	Offered to Staff at Some Level				
	Total (N=2,376)	Food & Beverage Services (n=557)	Accommodation (n=634)	Recreation & Entertainment (n=591)	Travel Services (n=594)
Job shadowing	71%	72%	70%	64%	80%
Sending employees to conferences, workshops and other networking events	68%	58%	73%	89%	96%
Cross training	66%	70%	68%	61%	40%
Mentoring	59%	57%	63%	62%	77%
Online learning resources	54%	50%	58%	57%	82%
Classroom instruction (enrolment in external programs)	48%	43%	51%	62%	59%

Human Resource Development by Workforce Size

Compared to their larger counterparts, small organizations were less likely to offer the human resource development practices under study (See table 3.6). Locations with over 100 employees had the highest percentage of locations offering classroom instruction. Businesses with 50 to 99 employees had the highest percentage of locations providing four out of the six human resource development practices, specifically:

- Conferences, workshops and other learning and networking events (92%);
- Job shadowing (83%);
- Mentoring (74%); and,
- Online learning resources (69%).

Table 3.6: Human Resource Development Practices, by Workforce Size

Professional Development Approach	Offered to Staff at Some Level				
	Total (N=2,134)	<20 Employees (n=1,329)	20-49 Employees (n=412)	50-99 Employees (n=198)	100+ Employees (n=195)
Job shadowing	71%	66%	76%	83%	72%
Sending employees to conferences, workshops and other networking events	67%	57%	76%	92%	89%
Cross training	67%	61%	73%	77%	77%
Mentoring	60%	54%	65%	74%	66%
Online learning resources	53%	46%	59%	69%	67%
Classroom instruction (enrolment in external programs)	47%	37%	46%	79%	81%

3.3 Voluntary and Involuntary Turnover in Tourism Businesses

Turnover is the rate at which employees leave an organization, whether of their own initiation or that of the employer. The phrase “voluntary turnover” is used when an employee decides to leave an organization, often to pursue work in another organization, return to school, and, increasingly, due to retirement. Involuntary turnover occurs when an organization decides to terminate an employee either due to restructuring or individual performance.

Data on both forms of turnover can shed light on the strengths and weaknesses of a sector. Voluntary turnover can be considered a direct measure of the sector’s ability to find and retain qualified labour. A decreasing rate of voluntary turnover means qualified individuals who come to work for a company increasingly stay working for that company. A high rate of involuntary turnover on the other hand may indicate instability in revenue streams and/or troubles in sourcing a qualified workforce.

The data collected for the 2012 study suggest that employers continue to lose employees at a high rate. In 2011, the average voluntary turnover rate among locations was 23% (See table 3.7), while involuntary turnover was 8%. Turnover rate per location was calculated by dividing number of employees who quit or were terminated by total staff counts per employment status. For example, a particular location’s voluntary turnover rate for seasonal staff was calculated by dividing the number of their seasonal staff who quit (before end of season) by the total number of seasonal staff they employed during their peak season.

If one were to refer to the previous study, one may conclude that the turnover rates in the tourism sector may have fallen over the past few years; however, this is likely not the case. Rather the differences in turnover rates are more likely to have been caused by differences in how the calculation was done in the 2010 study. In 2010 the number of staff leaving was divided by an average of total peak and off-season staff, rather than exclusively by peak staff. This had the effect of lowering the denominator (i.e., total staff count) and thus increased turnover rates. When turnover was calculated using this method with 2012 data, turnover rates were more closely aligned with those observed in 2010 (the current data would compute an overall turnover rate of 25%; just slightly below the rate reported in the 2010 report). However, the calculations used in this report are considered more consistent, and possibly more accurate (as it compares head counts to head counts as much as possible).

The turnover rates presented here are averages of all participating locations for which data was provided. The differing counts (‘n’) per turnover rate result from two issues with the data. Firstly, some businesses were unable to provide figures for total staff and/or turnover per employment status. Secondly, not all locations employ seasonal, part-time, and full-time staff (see section 8.2 for counts of the number of locations with and without staff for the various types of employees).

Full-time positions experienced significantly lower voluntary turnover than seasonal or part-time positions. Seasonal positions experienced 30% voluntary turnover, while part-time positions experienced 25% turnover. By comparison, full-time positions experienced 16% voluntary turnover, though this is still higher than in other sectors of the Canadian economy. The Conference

Board of Canada estimated the national average voluntary turnover rate to be 7% in 2011-12.³ Interestingly, involuntary turnover rates did not differ significantly by position level, even though they did so dramatically for voluntary turnover.

Table 3.7: Average Turnover in the Tourism Sector, by Position Level (2011)

	Voluntary Turnover	Involuntary Turnover	All Turnover
Seasonal employees	30% (n=946)	9% (n=823)	36% (n=988)
Part-time employees	25% (n=1295)	11% (n=1132)	34% (n=1331)
Full-time employees	16% (n=1413)	8% (n=1222)	23% (n=1449)
All employees	23% (n=1424)	8% (n=1287)	30% (n=1454)

Voluntary Turnover by Region

Turnover rates varied greatly across regions, with rates for all employee types 5% below the national average in Quebec and 13% below the average for part-time employees. Employers in Saskatchewan and Manitoba had the highest rate of voluntary turnover at 31%. Interestingly, Alberta's voluntary turnover rate for all employees was close to the national average but was particularly low among full-time employees and higher than average for seasonal employees (see Table 3.8). The Atlantic Provinces had the lowest turnover rates among seasonal employees and the highest turnover rates among part-time employees.

Table 3.8: Average Voluntary Turnover, by Region (2011)

	Total	BC	AB	SK & MB	ON	QC	Atl.
Seasonal employees	30% (n=946)	37% (n=165)	61% (n=74)	33% (n=71)	22% (n=213)	26% (n=266)	15% (n=146)
Part-time employees	25% (n=1295)	32% (n=229)	20% (n=119)	38% (n=120)	29% (n=307)	12% (n=338)	39% (n=133)
Full-time employees	16% (n=1413)	17% (n=268)	7% (n=162)	17% (n=151)	15% (n=364)	23% (n=269)	18% (n=181)
All employees	23% (n=1424)	24% (n=233)	27% (n=151)	31% (n=144)	24% (n=352)	18% (n=361)	24% (n=166)

Data for the Yukon/NWT omitted due to small sample size.

³ Stewart, Nicole. *Compensation Planning Outlook 2013*, The Conference Board of Canada, October 2012.

Voluntary Turnover by Industry Group

Voluntary turnover rates vary considerably across industry groups. Although previous data on turnover in the tourism sector showed similar trends, these data suggest that the differences between the industry groups may be greater than previously thought. The 2012 study shows that the travel services industry enjoyed a significantly lower turnover rate for full-time, part-time and seasonal employees than other industry groups. As a result, the total average voluntary turnover rate in travel services was nearly half that of the national average for the tourism sector (13% versus 23%). Food and beverage services, and recreation and entertainment continue to see higher voluntary turnover rates, particularly for seasonal and part-time staff. (See table 3.9).

Table 3.9: Average Voluntary Turnover, by Industry Group (2011)

	Total	Food & Beverage Services	Accommodation	Recreation & Entertainment	Travel Services
Seasonal employees	30% (n=946)	33% (n=162)	26% (n=245)	27% (n=364)	17% (n=175)
Part-time employees	25% (n=1295)	28% (n=361)	23% (n=317)	20% (n=330)	16% (n=387)
Full-time employees	16% (n=1413)	20% (n=357)	13% (n=366)	9% (n=349)	9% (n=341)
All employees	23% (n=1424)	24% (n=318)	19% (n=339)	26% (n=385)	13% (n=382)

Voluntary Turnover by Workforce Size

Overall voluntary turnover rates were relatively consistent when analyzed by workforce size, although some small variances were observed. The largest locations—those employing 100 or more people—enjoyed the lowest average voluntary turnover (21% versus 23% overall). These larger locations were particularly successful in retaining their full-time staff, among which average voluntary turnover was a relatively modest 9%.

Table 3.10: Average Voluntary Turnover, by Workforce Size (2011)

	Total	< 20 employees	20 to 49 employees	50 to 99 employees	100+ employees
Seasonal employees	30% (n=946)	33% (n=544)	36% (n=175)	17% (n=129)	25% (n=98)
Part-time employees	25% (n=1295)	23% (n=777)	27% (n=234)	36% (n=159)	22% (n=125)
Full-time employees	16% (n=1413)	17% (n=841)	13% (n=272)	23% (n=163)	9% (n=137)
All Employees	23% (n=1424)	23% (n=924)	25% (n=237)	23% (n=150)	21% (n=113)

Involuntary Turnover by Region

Overall, the average involuntary turnover rate was relatively consistent across regions as shown in Table 3.11. Involuntary turnover rates for all employees were lower than the national average in Alberta, Ontario and the Atlantic Provinces. Involuntary turnover for full-time employees was particularly low in Atlantic Canada at only 3%. Turnover tended to be highest among part-time employees, particularly in British Columbia (16%) and Saskatchewan and Manitoba (16%).

Table 3.11: Average Involuntary Turnover, by Region (2011)

	Total	BC	AB	SK & MB	ON	QC	Atl.
Seasonal employees	9% (n=823)	13% (n=143)	6% (n=68)	12% (n=63)	4% (n=176)	10% (n=244)	12% (n=119)
Part-time employees	11% (n=1132)	16% (n=204)	9% (n=91)	16% (n=107)	11% (n=266)	8% (n=338)	15% (n=112)
Full-time employees	8% (n=1222)	7% (n=234)	5% (n=131)	8% (n=133)	7% (n=320)	14% (n=239)	3% (n=148)
All Employees	8% (n=1287)	10% (n=209)	7% (n=128)	11% (n=135)	6% (n=321)	10% (n=336)	7% (n=141)

Data for the Yukon/NWT omitted due to small sample size.

Involuntary Turnover by Industry Group

Average involuntary turnover did vary to some degree between industry groups, as shown in Table 3.12. Businesses in food and beverage services and accommodations reported slightly higher average rates of involuntary turnover than other industry groups. Once again, part-time employees tended to have the highest turnover rates with the exception of part-time employees in travel services who had a low involuntary turnover rate of only 3%.

Table 3.12: Average Involuntary Turnover, by Industry Group (2011)

	Total	Food & Beverage Services	Accommodation	Recreation & Entertainment	Travel Services
Seasonal employees	9% (n=823)	10% (n=143)	12% (n=214)	5% (n=323)	11% (n=143)
Part-time employees	11% (n=1132)	13% (n=305)	13% (n=273)	8% (n=288)	3% (n=266)
Full-time employees	8% (n=1222)	9% (n=300)	6% (n=328)	7% (n=298)	6% (n=296)
All Employees	8% (n=1287)	9% (n=282)	10% (n=302)	6% (n=350)	6% (n=353)

Involuntary Turnover by Workforce Size

Involuntary turnover rates did not vary greatly by workforce size. Mid-size businesses had slightly lower involuntary turnover rates for all employees than small or large sized businesses but all businesses sizes were close to the average involuntary turnover rate of 8%.

Table 3.13 Average Involuntary Turnover, by Workforce Size (2011)

	Total	< 20 employees	20 to 49 employees	50 to 99 employees	100+ employees
Seasonal employees	9% (n=823)	10% (n=475)	9% (n=147)	5% (n=108)	11% (n=93)
Part-time employees	11% (n=1132)	12% (n=679)	11% (n=195)	8% (n=138)	10% (n=120)
Full-time employees	8% (n=1222)	8% (n=727)	7% (n=226)	11% (n=140)	8% (n=129)
All Employees	8% (n=1287)	9% (n=850)	7% (n=205)	7% (n=125)	10% (n=107)

SECTION 4: TOTAL COMPENSATION

This section reports on the compensation offered to employees, including wages and salaries as well as gratuities, benefits perquisites, bonuses and commissions. Tables showing median salaries and wages for all occupations are provided in section 6. Details of compensation patterns for select occupations are discussed in detail in Section 5.

4.1 Compensation Structures

Generally, frontline employees are paid an hourly wage, while executives and management level staff are generally paid a salary. All three groups also regularly receive commissions, bonuses and gratuities to varying degrees. Gratuities are particularly common among front line staff in the food and beverage services industry. Executives/owners and managers/supervisors frequently have their salaries augmented by bonuses. Although commission pay is less common overall, it was most commonly provide to frontline staff.

Table 4.1 Compensation Structure by Position Level, All Locations

Compensation structure	Offered to			
	Any position	Executives / Owners	Managers / Supervisors	Front Line Staff
Hourly wage	94%	12%	37%	92%
Annual/seasonal salary	77%	62%	55%	9%
Gratuities	53%	4%	11%	52%
Bonuses	48%	27%	40%	22%
Commission	13%	2%	6%	7%

N=2376

The data shows that compensation structures were generally consistent across regions. The only significant distinctions were in Québec, where only 60% of locations offer annual/seasonal salaries to their staff, and only 24% of locations offer bonuses (otherwise the province was within 5% of the national average).

Compensation Structure by Industry Group

Compensation structures changed significantly between industry groups. In all industry groups, frontline workers were most commonly compensated with hourly wages. These hourly wages were often supplemented and it is these additional compensation items that vary between industry groups. Gratuities are particularly common among frontline staff in the food and beverage services industry. Frontline workers in travel services commonly had their hourly wages augmented by commission. Bonuses were much more likely to be part of an executive employee's compensation structure in travel services than in other industries. (See Table 4.2)

Table 4.2: Compensation Structure by Position Level, by Industry Group

Food & Beverage Services (n=557)					Accommodations (n=634)				
Compensation	Offered to Staff at Some Level				Compensation	Offered to Staff at Some Level			
	Any	Exec.	Mgmt.	Frontline		Any	Exec.	Mgmt.	Frontline
Hourly wage	97%	13%	40%	96%	Hourly wage	93%	7%	29%	92%
Annual/seasonal salary	74%	62%	49%	3%	Annual/seasonal salary	81%	63%	61%	6%
Gratuities	64%	5%	14%	64%	Gratuities	48%	1%	11%	47%
Bonuses	50%	27%	42%	26%	Bonuses	53%	33%	45%	22%
Commission	9%	2%	5%	3%	Commission	21%	4%	14%	7%
Recreation & Entertainment (n=591)					Travel Services (n=594)				
Compensation	Offered to Staff at Some Level				Compensation	Offered to Staff at Some Level			
	Any	Exec.	Mgmt.	Frontline		Any	Exec.	Mgmt.	Frontline
Hourly wage	91%	10%	33%	88%	Hourly wage	66%	9%	37%	63%
Annual/seasonal salary	82%	56%	67%	20%	Annual/seasonal salary	86%	75%	73%	39%
Gratuities	30%	0%	5%	29%	Gratuities	10%	1%	1%	10%
Bonuses	34%	18%	29%	13%	Bonuses	65%	54%	56%	16%
Commission	9%	1%	3%	6%	Commission	66%	4%	25%	63%

Compensation Structure by Workforce Size

Locations that employ a greater number of workers are more likely to offer a variety of compensation structures to their staff. The percentage of locations offering salaries, gratuities, bonuses and commissions tends to increase with the size of the organization (see Table 4.3). This may be because larger locations have many different occupations and are able to offer the compensation packages that may best suit and motivate them. Smaller locations may be restricted to the use of a similar pay structure for all employees. As a result, larger locations provide more forms of compensation. For instance, the proportion of locations providing commission rises from 8% among the smallest locations to 34% among the largest.

Table 4.3: Compensation Structure by Position Level, by Workforce Size

Fewer than 20 Employees (n=1329)					20 to 49 Employees (n=412)				
Compensation	Offered to Staff at Some Level				Compensation	Offered to Staff at Some Level			
	Any	Exec.	Mgmt.	Frontline		Any	Exec.	Mgmt.	Frontline
Hourly wage	93%	15%	37%	91%	Hourly wage	97%	9%	50%	95%
Annual/seasonal salary	67%	52%	40%	7%	Annual/seasonal salary	88%	68%	68%	6%
Gratuities	45%	5%	9%	44%	Gratuities	60%	4%	17%	60%
Bonuses	37%	20%	30%	22%	Bonuses	53%	27%	46%	17%
Commission	8%	2%	4%	4%	Commission	9%	3%	5%	5%
50 to 99 Employees (n=198)					More than 100 Employees (n=195)				
Compensation	Offered to Staff at Some Level				Compensation	Offered to Staff at Some Level			
	Any	Exec.	Mgmt.	Frontline		Any	Exec.	Mgmt.	Frontline
Hourly wage	98%	7%	26%	97%	Annual/seasonal salary	98%	80%	89%	13%
Annual/seasonal salary	92%	78%	77%	4%	Hourly wage	97%	4%	27%	97%
Gratuities	80%	0%	14%	80%	Gratuities	72%	0%	10%	72%
Bonuses	68%	25%	62%	35%	Bonuses	64%	48%	53%	17%
Commission	11%	2%	7%	6%	Commission	34%	3%	13%	21%

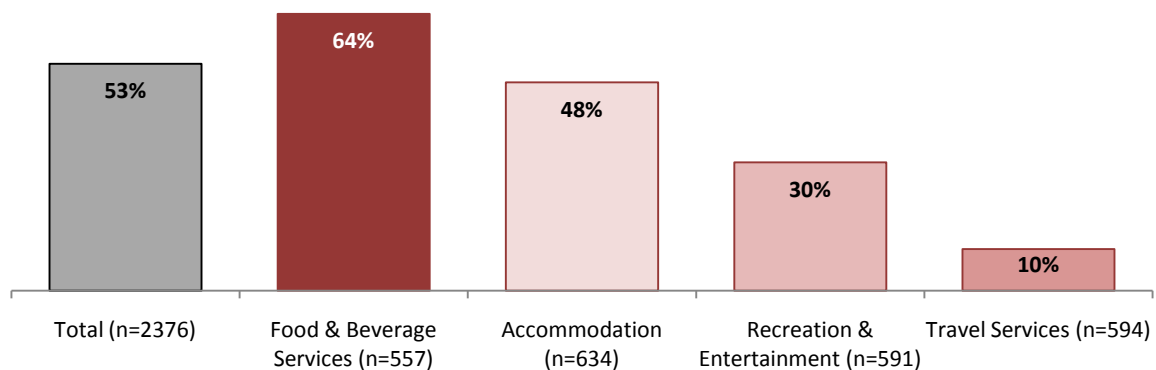
4.2 Gratuity Practices and Policies

Prevalence of Staff Receiving Gratuities

As gratuities can represent a major source of income for frontline employees in the tourism sector, respondents reported on their gratuity practices in detail. Over half (53%) of locations reported having staff who receive gratuities, the same percentage that was observed in the 2010 compensation study.

Industry Differences: Among the industry groups, food and beverage services (64%) and accommodation (48%) locations were the most likely to have staff receiving gratuities (see Figure 4.1). Fewer than one-third of recreation and entertainment locations had staff receiving gratuities (30%) and only one in ten locations (10%) in the travel services industry.

Figure 4.1: Organizations with Staff Receiving Gratuities, by Industry Group



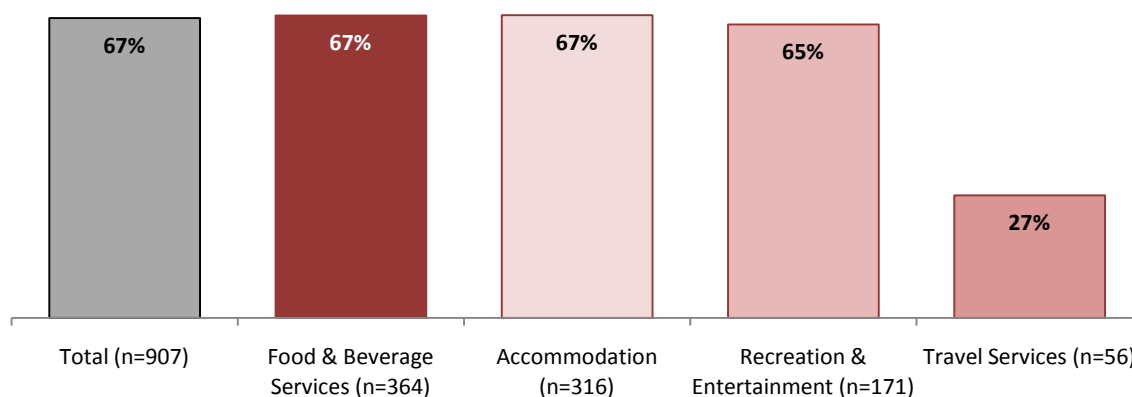
Regional Differences: There were few differences for gratuity practices by region. This confirms the understanding that gratuity policies tend to vary by the specific occupations within tourism industries as opposed to geographically.

Gratuity Splitting Policy

The level of involvement by the business in the gratuities received by employees has always been a contentious issue. Are gratuities a private matter to be resolved between customers and staff, or should the business be involved? Tourism businesses continue to struggle with the idea of establishing policies that set expectations for gratuities.

The results to the 2012 Compensation Study confirm that there continues to be a lack of consensus on the matter. Of the organizations that reported having staff who receive gratuities, more than two-thirds (67%) had a policy about gratuity splitting. This is somewhat higher than the previous edition of this study (58% was reported in the 2010 report). Approximately two-thirds of respondent locations in the food and beverage services (67%), accommodation (67%), and recreation and entertainment (65%) industries had a gratuity splitting policy in place (Figure 4.2). These figures are similar to those in the 2010 compensation study. Interestingly, the proportion of locations in the travel services industry that had gratuity splitting policies increased greatly compared to just two years ago. More than a quarter (27%) of travel service locations had a gratuity splitting policy, up from just 6% in 2010.

Figure 4.2: Organizations with a Gratuity Splitting Policy, by Industry Group



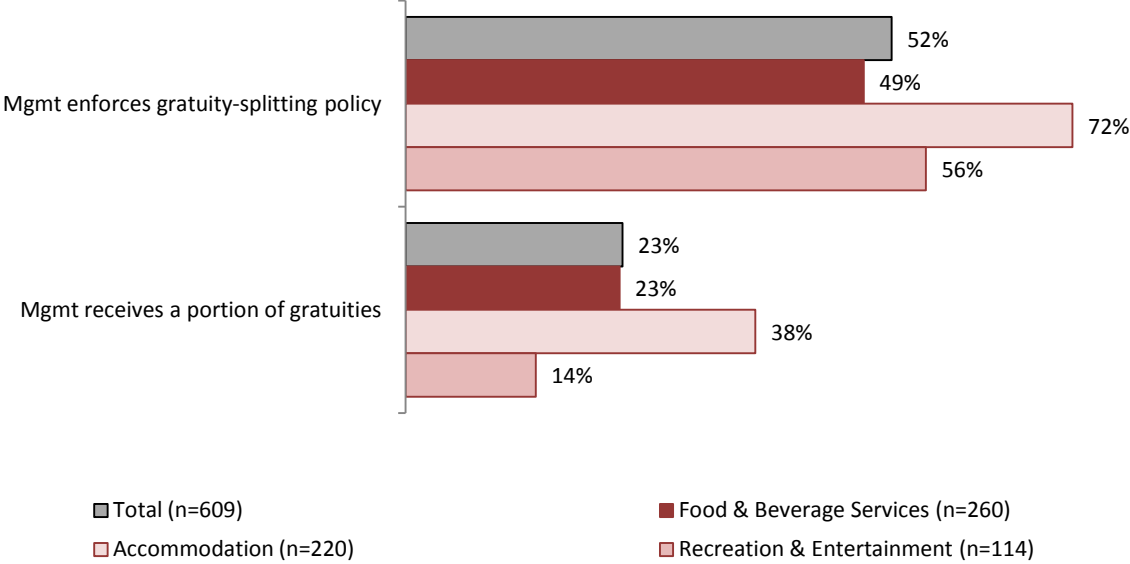
Limited to organizations with staff receiving gratuities.

Management Involvement in Gratuity Splitting Practices

Where receiving tips is part of doing business, tourism businesses have long debated whether there should be not only a policy, but direct management involvement to facilitate the gratuity splitting among staff. Of the organizations reporting a gratuity splitting policy, half (52%) indicated that it was an official policy administered by management. This is lower than in 2010, when 73% of locations reported management involvement. Among organizations with direct management involvement, 23% of locations provided members of the management team with a portion of the gratuities.

Organizations in the accommodation industry were the most likely to have direct management involvement in gratuity splitting and the most likely to have management receive a portion of gratuities (Figure 4.3).

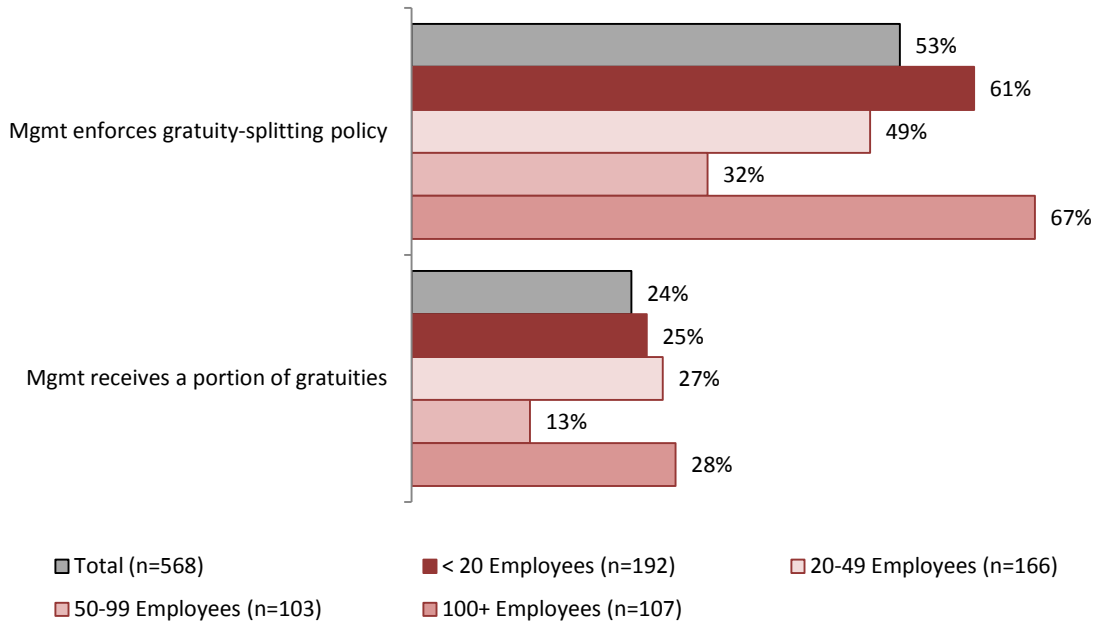
Figure 4.3: Management Involvement in Gratuity Splitting, by Industry Group



Data for Travel Services suppressed due to low count of applicable data.

Interestingly, it was among the smallest and largest locations where management was most likely to enforce a gratuity-splitting policy (see Figure 4.4). Among medium-sized locations, fewer than half had management enforced policies – this was particularly pronounced for ‘larger’ medium-sized businesses (50-99 employees). Among businesses with a management enforced gratuity splitting policy, the percentage of businesses where managers received gratuities was about one-in-four locations. This percentage and was generally consistent regardless of company size, though again ‘larger’ medium enterprises were the exception.

Figure 4.4: Management Involvement in Gratuity Splitting, by Workforce Size



Gratuity Splitting Methods

Among organizations with a gratuity splitting policy, the most common methods used to divide them are creating a tip pool for all gratuities and distributing tips based on hours worked. No one policy is clearly dominate, although a points system is clearly less preferred and some methods of gratuity splitting were more common in some industry groups compared to others.

Table 4.4: Gratuity Splitting Policies, by Industry Group

Method	Total (n=606)	Food & Beverage Services (n=260)	Accommodation (n=219)	Recreation & Entertainment (n=112)
Tip pool for all gratuities	26%	27%	18%	29%
Distributed based on hours worked	23%	23%	29%	14%
Percentage of total sales split among support staff	22%	25%	10%	11%
Percentage of tips split among support staff	21%	21%	17%	26%
Distributed using point system based on job or seniority	5%	3%	25%	5%
Combination of listed / other practices	3%	2%	2%	15%

Data for Travel Services suppressed due to low count of applicable data. Column totals may not add up to 100% due to rounding.

Tip pool for all gratuities (26%): Putting all tips into a pool and distributing them among staff was the most commonly cited policy. In particular, it was the most common policy for the food and beverage services and recreation and entertainment industries.

Distributed based on hours worked (23%): The next most common policy overall was distribution by hours worked. It was the most common policy in the accommodation industry.

Percentage of total sales split among support staff (22%): As an alternative to splitting the gratuities received by their employees, just over one-fifth of locations split a percentage of total sales among their support staff. However, this practice was generally exclusive to the food and beverage services industry where one quarter of applicable locations used this practice, but only about one tenth in accommodations and recreation and entertainment.

Percentage of total gratuities split among support staff (21%): About one-fifth of locations with a gratuity splitting policy apportioned a share of total tips to support staff.

Distributed using point system based on job or seniority (5%): Though used by a very small percentage of locations overall, distributing gratuities based on a point system – tied either to occupation or seniority – was the second most common gratuity splitting policy in the accommodations industry.

Other practices (3%): Other practices that were mentioned by respondents generally included some combination of two or more of the policies listed above. Other practices were largely contained to the recreation and entertainment industry group. Businesses in this industry group often have occupations more commonly found in both the food and beverage and accommodations industries (e.g., amusement parks, golf and/or ski resorts, and spas); this may explain the why combined policies were reported.

4.3 Benefits

Benefits play an important role in remuneration strategies. The benefits offered by the largest percentage of tourism businesses were, group health/dental insurance, life insurance and long term disability. Executive and managers were more likely to be offered these benefits than frontline employees were.

Compared to 2010, fewer participating locations offering their staff benefits. Data collected for the current edition suggest fewer locations offered health and dental benefits (down to 51% from 75%), life insurance (down to 44% from 67%), and long-term disability benefits (down to 38% from 65%). Moreover, the data suggest that this decrease is being felt most significantly by frontline workers. For instance, the proportion of locations that offered their managerial staff life insurance had barely changed but for frontline staff, the proportion of responding locations offering life insurance fell from 41% to 26%. Table 4.4 shows that in general frontline staff were significantly less likely to be entitled to benefits than senior employees across all eight benefits on which respondents were surveyed.

Table 4.5: Percentage of Locations Offering Benefits to Staff, by Position Level

Benefits	Offered to Staff at Some Level			
	Any	Executives / Owners	Managers / Supervisors	Front Line Staff
Group health / dental insurance*	51%	42%	49%	31%
Employee / dependent life / AD&D insurance	44%	36%	41%	26%
Long term disability	38%	31%	35%	19%
Short term disability / sick benefits	31%	23%	27%	19%
Maternity / parental leave*	22%	16%	17%	15%
Registered pension plan	19%	13%	17%	12%
Group RRSP	17%	14%	16%	12%
Health care spending account	12%	10%	10%	8%

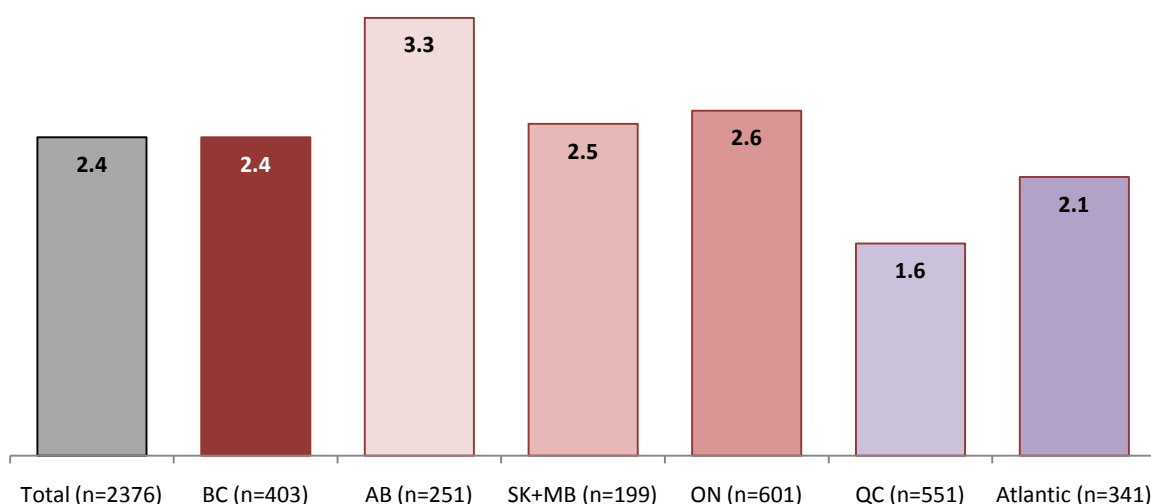
*In excess of legislated requirements or government plan.
n=2376

Other benefits that participants offered to workers included access to an employee assistance plan (EAP), the ability to bank sick days, and an employee stock purchase plan (ESPP). These specific benefits were mentioned too infrequently to merit analysis by region, industry group, or workforce size.

Benefits by Region

The 2012 study results show that, on average, organizations provided 2.4 benefit items to their employees. As in 2010, organizations in Alberta provided employees with the greatest number of benefits, while locations in Atlantic Canada offered fewer benefits than most regions (see Figure 4.5). One significant change from 2010 was the drop in the relative number of benefits offered in Québec, which offered less than all other regions, including Atlantic Canada.

Figure 4.5: Average Number of Benefits* Offered to Staff, by Region



*From a list of eight benefits: Group health/dental insurance; health care spending account (HCSA); Short-term disability / sick benefits; Long-term disability; Maternity / parental leave; Employee / dependent life / AD&D insurance; Registered pension plan; and, Group RRSP.

Locations in Alberta exceeded the national average for all benefits offered (see Table 4.6). In Alberta, over half of participating locations offered some of their staff members group health / dental insurance, life insurance, and/or long-term disability benefits - while one-third or less did so in Québec. Atlantic Canada also lagged significantly in offering life insurance and long-term disability.

Table 4.6 Percentage of Locations Offering Benefits to Staff, by Region

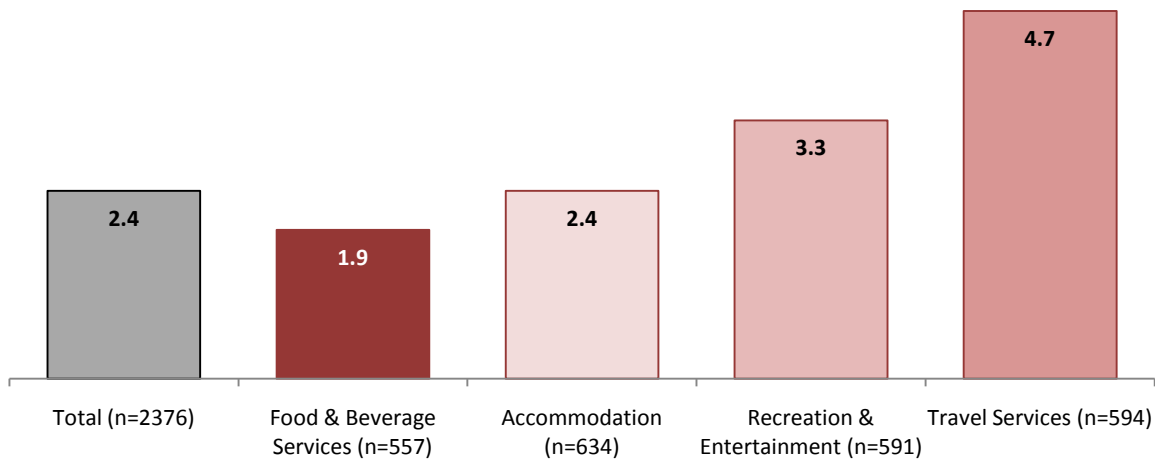
Benefits	Offered to Staff at Any Level						
	Total (n=2376)	BC (n=403)	AB (n=251)	SK & MB (n=199)	ON (n=601)	QC (n=551)	Atl. (n=341)
Group health / dental insurance*	51%	57%	72%	56%	56%	33%	48%
Employee / dependent life / AD&D insurance	44%	46%	60%	45%	50%	32%	28%
Long term disability	38%	40%	53%	41%	43%	25%	27%
Short term disability / sick benefits	31%	32%	44%	36%	28%	28%	26%
Maternity / parental leave*	22%	13%	39%	22%	27%	16%	15%
Registered pension plan	19%	16%	23%	21%	23%	11%	26%
Group RRSP	17%	18%	26%	12%	17%	13%	24%
Health care spending account	12%	18%	16%	19%	11%	6%	13%

*In excess of legislated requirements or government plan.
Data for the Yukon/NWT omitted due to small sample size.

Benefits by Industry Group

As in previous iterations of this study, it was found that the travel services industry was the most likely to provide benefits, while food and beverage services was the least likely (see Figure 4.6). Food and beverage service locations were particularly less likely to offer short and/or long-term disability benefits to their employees, compared to other industry groups (see Table 4.7). The percentage of travel service locations offering benefits exceeded national averages for all benefits surveyed, while the recreation and entertainment industry was also well above sector averages in the likelihood that locations would offer health / dental insurance, life insurance, long and short-term disability, and registered pension plans.

Figure 4.6: Average Number of Benefits* Offered to Staff, by Industry Group



*From a list of eight benefits: Group health/dental insurance; health care spending account (HCSA); Short-term disability / sick benefits; Long-term disability; Maternity / parental leave; Employee / dependent life / AD&D insurance; Registered pension plan; and, Group RRSP.

Table 4.7: Percentage of Locations Offering Benefits to Staff by Industry Group

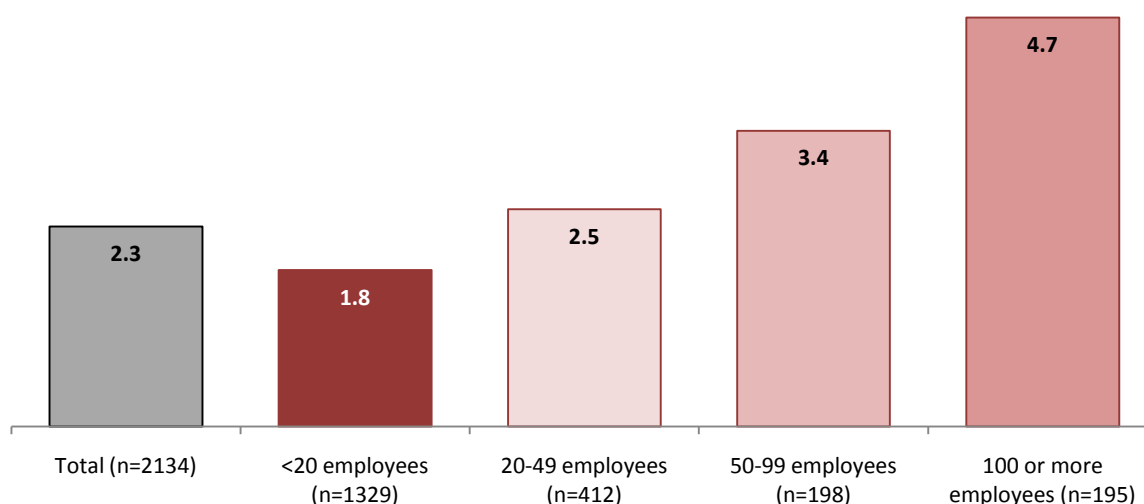
Benefits	Offered to Staff at Any Level				
	Total (n=2376)	Food & Beverage Services (n=557)	Accommodation (n=634)	Recreation & Entertainment (n=591)	Travel Services (n=594)
Group health / dental insurance*	51%	44%	56%	65%	79%
Employee / dependent life / AD&D insurance	44%	37%	50%	56%	74%
Long term disability	38%	28%	45%	57%	74%
Short term disability / sick benefits	31%	21%	34%	50%	66%
Maternity / parental leave*	22%	20%	13%	29%	38%
Registered pension plan	19%	14%	13%	30%	52%
Group RRSP	17%	12%	25%	25%	38%
Health care spending account	12%	9%	8%	13%	53%

*In excess of legislated requirements or government plan.

Benefits by Workforce Size

The study found a strong correlation between organization size and the provision of employee benefits, a finding supported by the 2010 study. Larger organizations are more likely to offer non-monetary compensation than their smaller counterparts do (see Figure 4.7). In general, the number of benefits offered increases as the number of employees working at a location increases. Each increase in the workforce size scale resulted in employees being offered roughly one additional benefit, on average.

Figure 4.7: Average Number of Benefits* Offered to Staff, by Workforce Size



*From a list of eight benefits: Group health/dental insurance; health care spending account (HCSA); Short-term disability / sick benefits; Long-term disability; Maternity / parental leave; Employee / dependent life / AD&D insurance; Registered pension plan; and, Group RRSP.

Small locations were less likely to offer most benefit types, particularly group health / dental insurance, life insurance, short-term disability and group RRSP (see Table 4.8). By contrast, nearly all large locations offered their staff health / dental insurance (95%) and/or long term disability (86%). Small businesses were comparable to larger businesses in the percentage of locations offering maternity / paternity leave in excess of legislated requirements.

Table 4.8: Percentage of Locations Offering Benefits to Staff, by Workforce Size

Benefits	Offered to Staff at Some Level				
	Total (n=2227)	< 20 (n=1344)	20-49 (n=489)	50-99 (n=242)	100+ (n=151)
Group health / dental insurance*	50%	38%	57%	78%	95%
Employee / dependent life / AD&D insurance	43%	32%	43%	74%	85%
Long term disability	36%	29%	38%	41%	86%
Short term disability / sick benefits	32%	23%	41%	37%	70%
Maternity / parental leave*	23%	23%	24%	13%	29%
Registered pension plan	18%	14%	13%	34%	36%
Group RRSP	17%	8%	18%	47%	46%
Health care spending account	11%	8%	14%	13%	21%

*In excess of legislated requirements or government plan.

4.4 Perquisites and Incentives

In addition to the benefits discussed above, tourism businesses often offer their employees a variety of perquisites and incentives to support employees' unique situations (e.g. the need for job sharing, flex time). They also offer perquisites that help employees do their jobs better (e.g. communications technology, familiarization trips), or let them enjoy the fruits of their labour (e.g.

employee discounts, tickets to events, on-site amenities). The most commonly offered perquisites, across all position levels, were employee discounts and/or free services (see Table 4.9). While most commonly offered to front line staff, a majority of participating locations also offered employee discounts and free services to management and executive level staff.

Some perquisites generally were offered exclusively to executives and management, such as communications technology, transportation allowances, and association memberships. Others, such as tickets to events and job sharing, were more commonly offered to front line workers. The percentage of locations offering perquisites and incentives in 2012 were generally on par with rates observed in the 2010 study for the overall trend (i.e. offered to some staff) however, this was not always true for each employment level.

Table 4.9: Percentage of Locations Offering Perquisites and Incentives to Staff, by Position Level

Perqs/Incentives	Offered to Staff at Some Level			
	Any Position	Executives / Owners	Managers / Supervisors	Front Line Staff
Employee discounts / free services	73%	51%	63%	65%
Communications technology	55%	43%	44%	7%
Company car / mileage / other transportation allowance	50%	37%	35%	15%
Flex time	48%	27%	38%	32%
Association memberships	34%	28%	25%	9%
Tickets to events	31%	20%	26%	29%
Familiarization trips	26%	16%	21%	13%
Telecommuting / home-based	22%	12%	16%	4%
Job sharing	21%	8%	13%	18%
On-site amenities	10%	7%	8%	8%

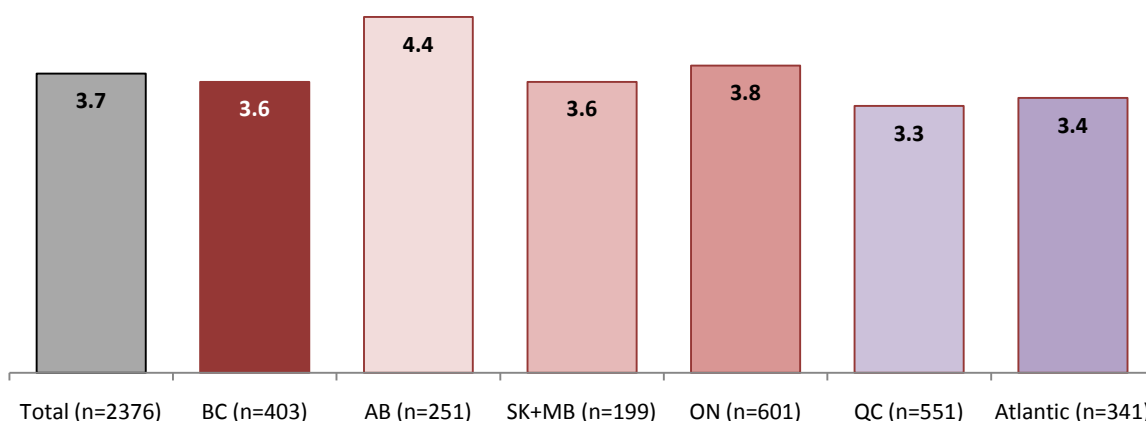
n=2376

Some locations also provided education reimbursement for their employees; however the number of locations providing this perquisite was too low to merit analysis by region, industry group, or workforce size.

Perquisites and Incentives by Region

As with benefits, Alberta lead the nation in the average number of perquisites and incentives provided to employees (see Figure 4.8). No region offered an average number of perquisites that was significantly below the national average. With the exception of Alberta, in all regions, employees were offered between three and four perquisites and incentives, on average.

Figure 4.8: Average Number of Perquisites* and Incentives Offered to Staff, by Region



*From a list of ten perquisites and incentives: Association memberships; Communications technology; Company car / mileage; Employee discounts / free services; Familiarization trips; On-site amenities; Tickets to events; Flex time; Job sharing; and, Telecommuting / home-based work.

However, breaking this data down to specific perqs reveals regional nuances (see Table 4.10). While Québec lagged the national average for the percentage of locations offering employee discounts, transportation allowance, and tickets to events, Quebec businesses were the most likely to offer flex time, job sharing and association memberships. Alberta locations were the most likely to offer perquisites and incentives usually offered to executives and managers such as communications technology, and a company car or transportation allowance. British Columbia had the highest percentage of locations offering employee discounts.

Table 4.10 Percentage of Locations Offering Perquisites and Incentives to Staff by Region

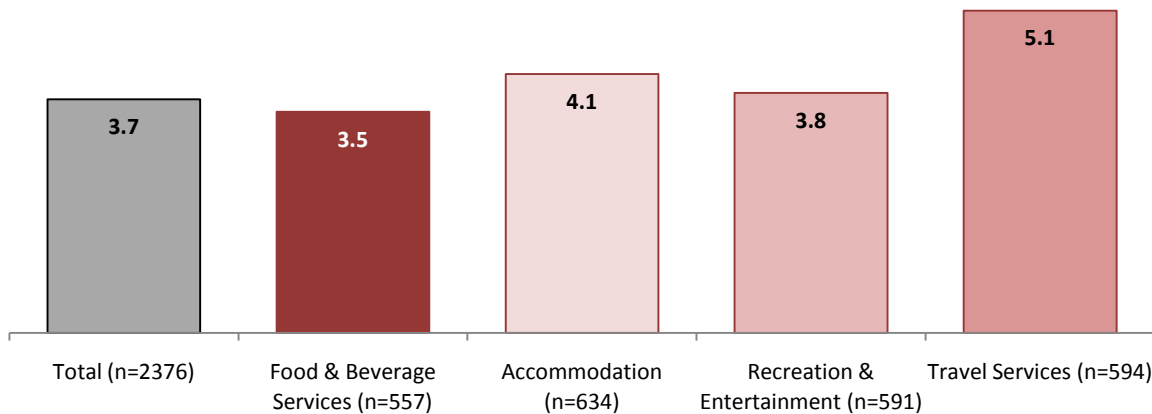
Perqs/Incentives	Offered to Staff at Some Level						
	Total (n=2376)	BC (n=403)	AB (n=251)	SK & MB (n=199)	ON (n=601)	QC (n=551)	Atl. (n=341)
Employee discounts / free services	73%	84%	78%	72%	76%	62%	67%
Communications technology	55%	51%	68%	50%	56%	52%	58%
Company car / mileage / other transportation allowance	50%	45%	67%	48%	58%	35%	48%
Flex time	48%	38%	40%	46%	44%	65%	43%
Association memberships	34%	32%	38%	28%	32%	39%	23%
Tickets to events	31%	31%	48%	41%	36%	16%	30%
Familiarization trips	26%	33%	33%	23%	28%	17%	22%
Job sharing	24%	19%	23%	21%	19%	24%	16%
Telecommuting / home-based	17%	18%	25%	17%	26%	17%	22%
On-site amenities	10%	13%	21%	8%	8%	6%	8%

Data for the Yukon/NWT omitted due to small sample size.

Perquisites and Incentives by Industry Group

As with benefits, the travel services industry provided the greatest average number of perquisites and incentives (see Figure 4.9). On average, the accommodation industry provided just over four perquisites to its employees, the second highest amount after travel services. Less variance was seen between the number of perquisites offered by the different industry groups, than was seen with benefits.

Figure 4.9: Average Number of Perquisites and Incentives* Offered to Staff, by Industry Group



**From a list of ten perquisites and incentives: Association memberships; Communications technology; Company car / mileage; Employee discounts / free services; Familiarization trips; On-site amenities; Tickets to events; Flex time; Job sharing; and, Telecommuting / home-based work.*

The travel service industry significantly exceeded other industry groups in the percentage of locations offering job-related perquisites (such as communications technology and association memberships). The nature of travel services businesses is also the likely explanation for the high percentage of locations providing rewards such as familiarization trips (see Table 4.11). Although not to the same extent as familiarization trips, other perqs tended to be industry specific. Locations in the accommodation industry were three times as likely to give employees access to on-site amenities compared to the sector average. Workers in recreation and entertainment were more likely to be given association memberships and those in food and beverage services were more likely to receive employee discounts and free services.

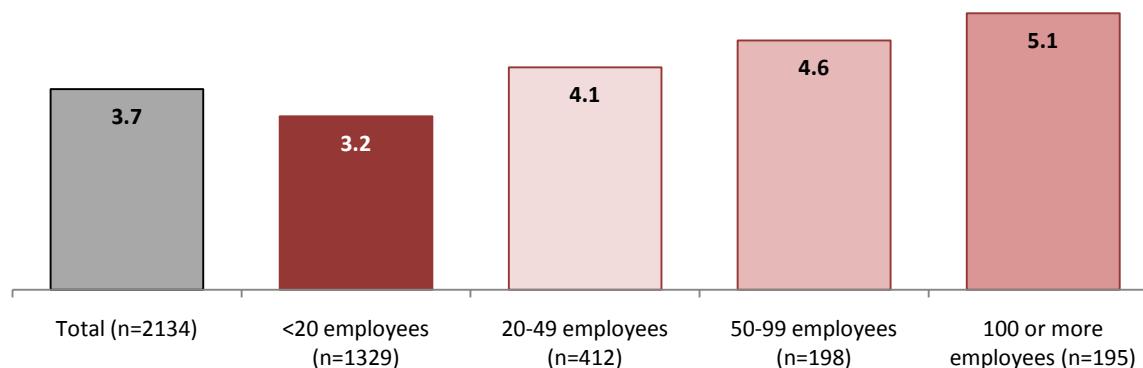
Table 4.11 Percentage of Locations Offering Perquisites and Incentives to Staff, by Industry Group

Perqs/Incentives	Offered to Staff at Some Level				
	Total (n=2376)	Food & Beverage Services (n=557)	Accommodation (n=634)	Recreation & Entertainment (n=591)	Travel Services (n=594)
Employee discounts / free services	73%	81%	72%	52%	62%
Communications technology	55%	50%	67%	61%	81%
Company car / mileage / other transportation allowance	50%	49%	55%	48%	52%
Flex time	48%	45%	45%	55%	62%
Association memberships	34%	26%	42%	46%	54%
Tickets to events	31%	35%	30%	23%	21%
Familiarization trips	26%	20%	29%	27%	89%
Telecommuting / home-based	22%	16%	25%	27%	67%
Job sharing	21%	20%	22%	23%	13%
On-site amenities	10%	4%	28%	18%	7%

Perquisites and Incentives by Workforce Size

As with benefits, larger companies were likely to offer a wider selection of perquisites and incentives to their employees (see Figure 4.10). Unlike with benefits however, the difference between workforce size categories was less significant. For specific perquisites, small locations were on par with larger ones, at times even exceeding the offerings of their medium-sized competitors (see Table 4.12). Small locations were less likely to offer employee discounts and communications technology. However, they exceeded some medium and large locations in offering alternate work arrangements such as job sharing, and telecommuting.

Figure 4.10: Average Number of Perquisites and Incentives Offered to Staff, by Workforce Size



**From a list of ten perquisites and incentives: Association memberships; Communications technology; Company car / mileage; Employee discounts / free services; Familiarization trips; On-site amenities; Tickets to events; Flex time; Job sharing; and, Telecommuting / home-based work.*

Table 4.12 Percentage of Locations Offering Perquisites and Incentives to Staff, by Workforce Size

Perqs/Incentives	Total (n=2134)	Offered to Staff at Some Level			
		< 20 (n=1329)	20-49 (n=412)	50-99 (n=198)	100+ (n=195)
Employee discounts / free services	72%	63%	84%	93%	89%
Communications technology	55%	43%	63%	84%	89%
Company car / mileage / other transportation allowance	50%	43%	56%	67%	58%
Job sharing	47%	48%	47%	37%	54%
Flex time	33%	25%	41%	54%	42%
Tickets to events	33%	25%	41%	54%	42%
Association memberships	33%	24%	36%	46%	72%
Familiarization trips	25%	20%	36%	26%	34%
Telecommuting / home-based	22%	22%	24%	21%	15%
On-site amenities	10%	5%	10%	17%	38%

4.5 Bonus Plans

Bonus plans also play an important role in overall compensation for many positions in the tourism sector. The following, presents an analysis of the bonus payouts reported by participating locations. The median value of bonus payouts and its proportion of total cash are calculated exclusively for those workers who receive bonuses. (i.e., occupation data for positions receiving no bonus pay were excluded from these calculations). The median compensation tables in Section 6 show median salary and wage values for *all* workers, including those not receiving bonuses.

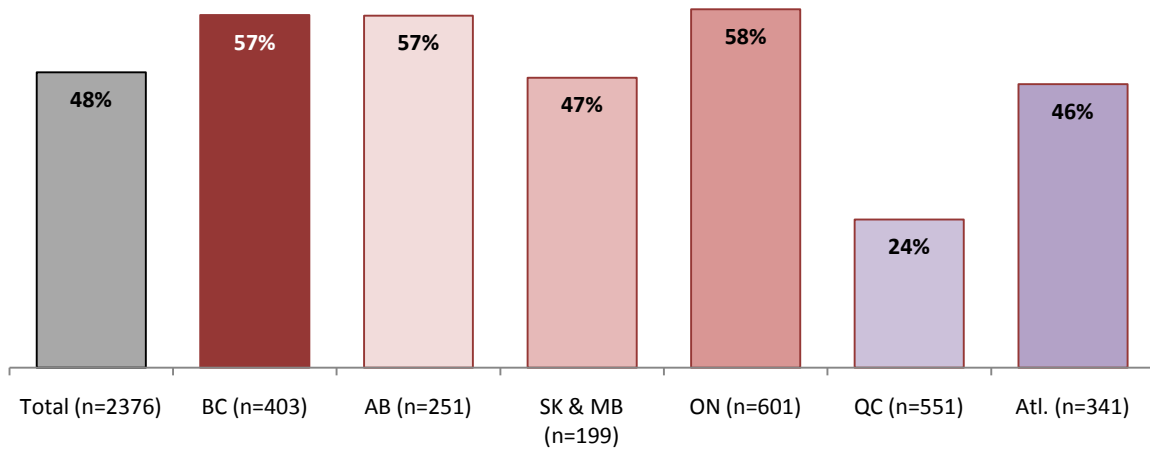
Overall, almost half of locations (48%) in the tourism sector offered their employees some sort of bonus (see Section 4.1). Bonuses were most commonly offered to managers (40% of locations), and less commonly to executives (27%) or frontline staff (22%). The values of bonus payouts were greater for salaried, executive-level workers – valued at 9% of total cash – than for salaried, managerial/supervisory or front-line workers (both 6%) (see Figure 4.12).⁴

Bonus Plans by Region

Ontario had the greatest proportion of tourism locations (58%) offering bonuses to at least some staff, followed closely by locations in Alberta and British Columbia (57% for both). Lagging well behind the national average were locations in Québec, where roughly a quarter (24%) of tourism locations offer bonuses to staff. However, locations in Québec were more likely to pay commission.

⁴ Bonus and commission payout rates as share of total take home pay (base pay plus annual bonus and commission pay) are only calculated for salaried employees.

Figure 4.11: Percentage of Locations with Staff Receiving Bonuses, by Region



Data for the Yukon/NWT omitted due to small sample size.

Bonus Plans by Industry Group

The value of bonuses awarded varied by industry group. Bonuses were most commonly offered to workers in the food and beverage services industry (64% of locations), followed by the accommodations industry (48%) (see Section 4.1). Across all positions, average bonuses in the accommodations industry were valued at 9% of pre-tax pay, versus only 6% for the food and beverage services and recreation and entertainment industry groups. Average bonuses in travel services were only 3% of total cash (See Figure 4.12). These distributions largely held true across positions levels except for the travel services industry group in which executives and managerial staff who were paid bonuses received payouts valued between 13% and 16% of their total pre-tax pay.

Figure 4.12: Median Bonus Payouts for Salaried Positions, by Position Level and Industry

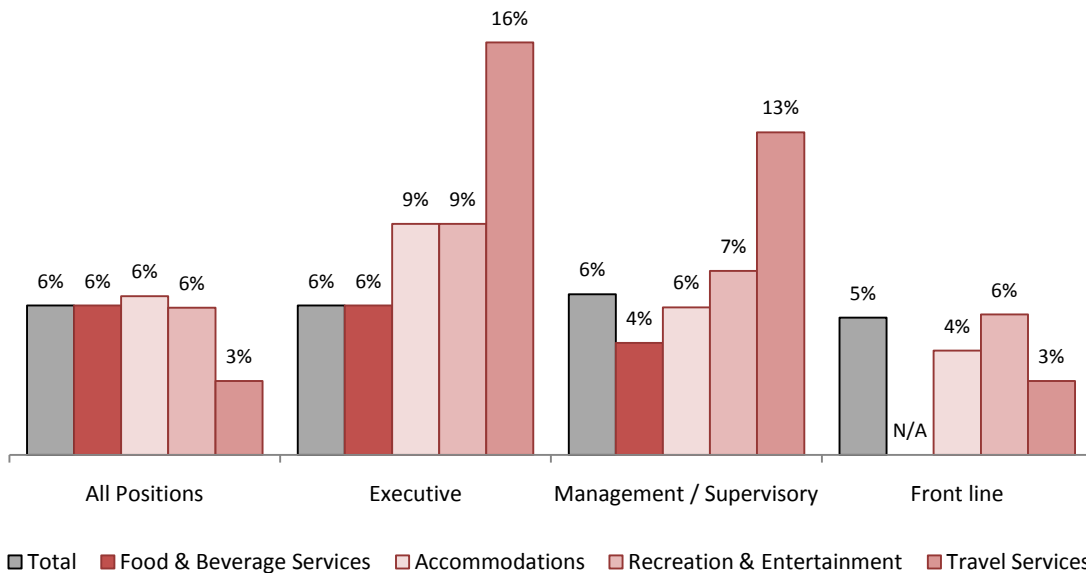
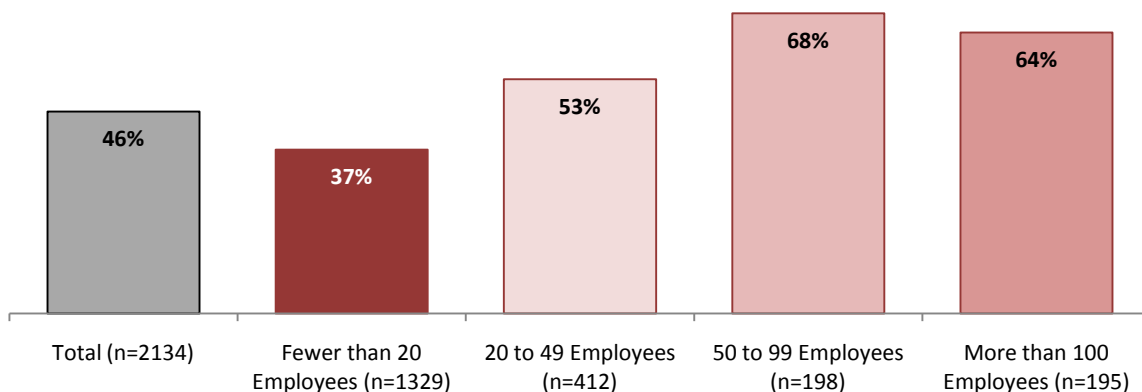


Figure based on observations of 1197 bonus-receiving positions⁵ in the tourism sector. Data omitted for food and beverage services – frontline due to low number of observations (<25). Percentages represent bonus payout’s share of total pre-tax pay (i.e. salary plus bonus and /or commission).

Bonus Plans by Workforce Size

Bonuses were more commonly offered by medium or large businesses, with approximately two-thirds of organizations with 50 or more employees paying out bonuses to at least some staff (See Figure 4.13). Among businesses with less than 20 employees, the percentage of locations with staff who received bonuses was roughly half the rate seen among larger businesses (37%).

Figure 4.13: Percentage of Locations with Staff Receiving Bonuses, by Workforce Size



⁵ Note that the number of observations per position within each industry vary significantly, hence rates for all positions may skew towards one position level in particular. For example, the overall rate for travel services skews towards the rate for front-line staff due to the relatively high count of travel counsellors and sales representatives for whom data was collected. On the other hand, the overall rate for accommodations skews towards the rate for executive staff due to the high count of general managers for whom data was collected.

Bonus Plans by Occupation

Managerial positions were more likely to receive bonuses, and larger payouts, compared to frontline staff. Table 4.13 lists the top five median bonus payouts for managerial and frontline positions commonly receiving bonuses (payouts for all occupations are included in Section 6). The median bonus payout for executive positions (i.e. general managers, owners, and senior directors) was \$5,000. Due to a high degree of variability in the general manager/owner roll across industries and business sizes, the median bonus of \$5,000 should be viewed as a rough figure.

Table 4.13: Median Bonus Payouts for Positions Commonly Receiving Bonuses

Managerial / Supervisory	National Median	Frontline	National Median
Director of sales and marketing	\$ 10,087	Sales representative or ticket agent	\$ 3,793
Travel agency manager	\$ 5,000	Sous chef	\$ 3,500
Executive chef	\$ 4,000	Travel counsellor	\$ 1,500
Accommodation service manager	\$ 3,500	Cook	\$ 1,300
Restaurant and food service manager	\$ 2,566	Housekeeping room attendant	\$ 1,300

As a share of their total pre-tax pay, the median bonus payout was 6% for managerial/supervisory occupations and 5% for frontline occupations. Positions that commonly received bonuses in excess of these median values are shown in Table 4.14. For executive positions (e.g. general managers), the median bonus payout was also 6% of total cash, though this was skewed downwards substantively by rates for the food and beverage services industry group.

Table 4.14: Bonus Payouts for Salaried Positions Commonly Receiving Bonuses, as a Percent of Total Pay (National Median)

Managerial / Supervisory	National Median	Frontline	National Median
Director of sales and marketing	9%	Sales representative or ticket agent	8%
Travel agency manager	8%	Sous chef	7%
Executive chef	8%	Housekeeping room attendant	6%
Food and beverage service supervisor	7%	Cook	6%
Executive housekeeper	7%	Travel counsellor	5%
All managers / supervisors	6%	All frontline workers	5%

4.6 Commission Pay

Commission pay forms an integral part of compensation for many sales-related occupations, such as travel counsellor. The following presents an analysis of the commission payouts reported by participating locations. Median values of commission payouts and payouts' proportion of total cash

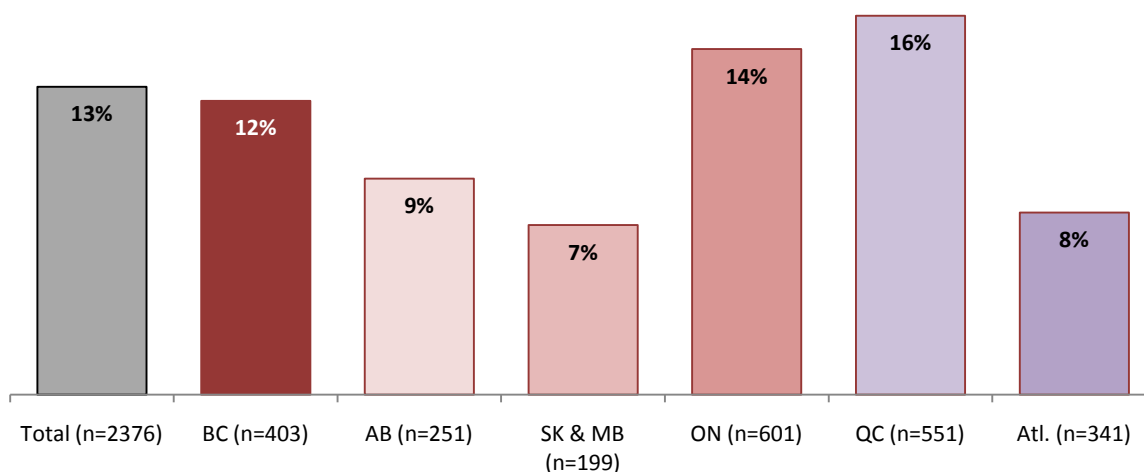
are calculated exclusively for those workers paid commission (i.e., occupation data for positions receiving no commission pay were excluded from these calculations.)

Overall, 13% of locations paid at least some of their employees commission in 2012. A higher percentage of locations paid commission to frontline staff (7%) than managers (6%) and executives (2%) (see Section 4.1). However, compared to the sector average, a significantly higher proportion of travel service workers received commission. Two-thirds of travel service locations (66%) paid commission to at least some staff – particularly to frontline workers (63% of locations) such as travel counsellors, ticket agents, and other sale representatives (see Section 4.1).

Commission Pay by Region

Regional trends proved to be the inverse of those seen with bonuses. Tourism locations in Québec were the most likely to pay staff a commission (16%), followed by locations in Ontario (14%) and British Columbia (12%). Meanwhile the percentage of locations where employees received commission in the Western Provinces and Atlantic Canada was below the national average. (see Figure 4.14)

Figure 4.14: Percentage of Locations with Staff Receiving Commission, by Region



Data for the Yukon/NWT omitted due to small sample size.

Commission Pay by Industry Group

As noted above, locations in the travel services industry group are more likely than other tourism businesses to have employees who receive some amount of commission. Travel services locations generally only paid commission to frontline workers (63% of locations) rather than executive (4%) or managerial staff (25%). In the accommodations industry 21% of locations paid commission, though to which position level of staff varied with only 4% of locations paying commission to executives, 14% to managers/supervisors, and 7% to frontline staff (see Section 4.1). Figure 4.15 shows the median value of commission payouts to staff paid commission in these two industry

groups. Commission payout values are omitted for the food and beverage services and recreation and entertainment industry groups due to the low rate of locations paying any staff commission⁶.

Figure 4.15: Median Commission Payouts for Salaried Positions, by Position Level and Industry

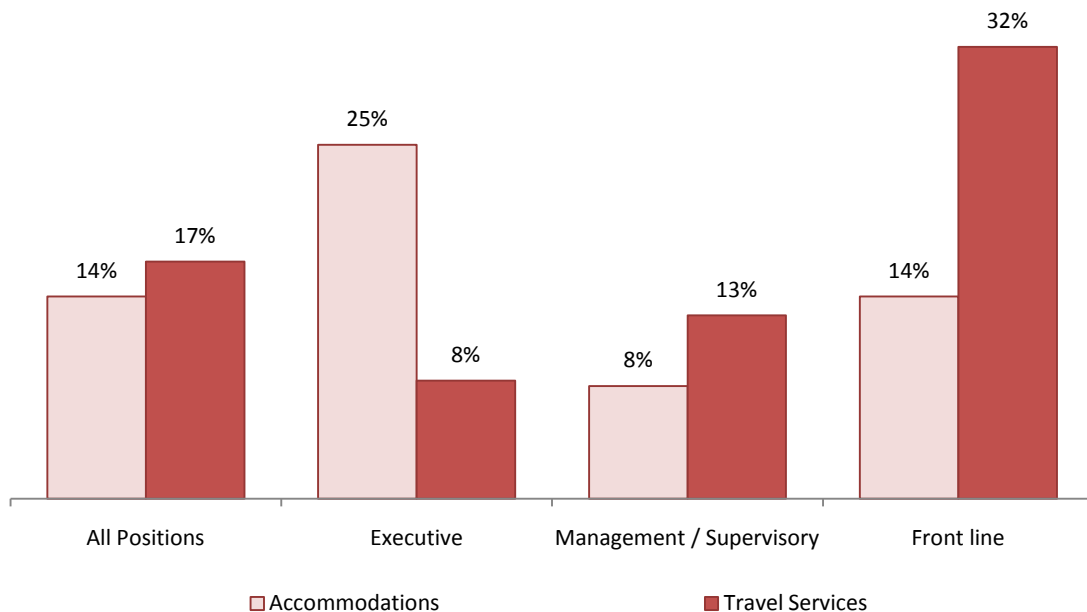


Figure based on observations of 433 commission-receiving positions in the tourism sector. Data omitted for food and beverage services and recreation & entertainment due to low numbers of observations (<25). Percentages represent commission payout's share of total pre-tax pay (i.e. salary plus bonus and /or commission).

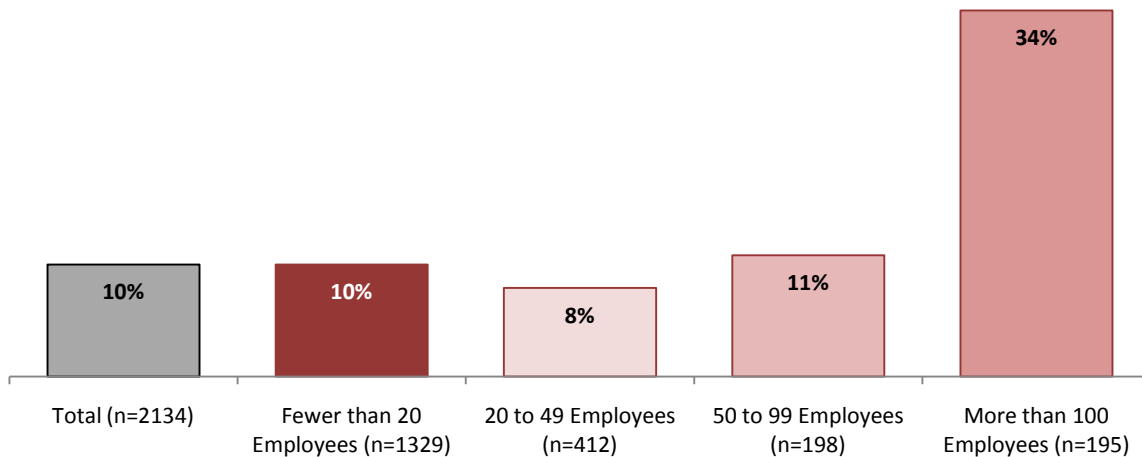
Employees' whose take home wages are largely composed of commission likely work in very different positions, depending on whether they are in accommodations or travel services. In accommodations, executives receiving commission may have one-quarter of their total pay from commission, while the proportion is much lower for non-executive positions (see Figure 4.13). In the travel services industry on the other hand, executives and managerial staff receiving commission may only see about one-tenth of their total pay derived from commission, while frontline staff who receive a commission (e.g. travel counsellors, ticket agents and other sale representatives) tend to receive almost one-third of their total pay from commission. Thus for executives in accommodations and frontline staff in travel services earnings can depend significantly on job and/or business performance.

Commission Pay by Workforce Size

Among small and medium-sized locations, about a tenth of locations pay staff through commission (see Figure 4.16). However, over one-third (34%) of locations with more than 100 employees pay at least some of those employees commission.

⁶ In the food and beverage services industry group, it was observed that commission was generally only paid to a select number of managerial staff who could expect to derive the entirety of their pay from commission. In the recreation and entertainment industry group, it was observed that commission did not account for more than 2% of total take home pay (among those paid commission), peaking at 4% for executives receiving commission. Due to these outlier cases, totals for median commission payouts and proportions of total take home pay have been omitted.

Figure 4.16: Locations with Staff Receiving Commission, by Workforce Size



Commission Pay by Occupation

Less than 1% of all salaried employees covered by this study received no base pay at all and worked solely on commission. Pay solely by commission was largely exclusive to travel counsellors, of whom as many as 14% received no base salary or bonuses. However, for most workers receiving this form of compensation, commissions augmented their wages or salary rather than replaced it. Other occupations commonly receiving commission pay in addition to a base salary included general managers, directors of sales and marketing, and travel agency managers. The highest median payouts for positions paid commission were largely restricted to the travel services industry group (see Table 4.15).

Table 4.15: Median Commission Payouts for Positions Commonly Receiving Commission

Position	National Median
Sales representative or ticket agent	\$ 20,000
Travel agency manager	\$ 6,700
Director of sales and marketing	\$ 5,833
Travel counsellor	\$ 5,500
General manager / director	\$ 5,000

Among those paid commission, the medians for commission payout were 14% of pre-tax pay among accommodation industry workers and 17% among travel service industry workers (see Table 4.15). The high rate for travel services was, as mentioned above, driven largely by the substantive reliance on commission of specific occupations including travel counsellors, travel agency managers, and sales representatives/ticket agents.

Table 4.16: Commission Payouts for Salaried Positions Commonly Receiving Commission, as a percent of Total Pay (National Median)

Position	National Median
Travel counsellor	32%
Sales representative or ticket agent	28%
General manager/director	17%
Travel agency manager	13%
Director of sales and marketing	10%
All positions in accommodations	14%
All positions in travel services	17%

SECTION 5: SALARIES & WAGES

5.1 Overview

The following data provides human resource decision-makers in the tourism sector with up-to-date and accurate information on hourly wages and annual salaries. As compensation varies from position to position, this data is structured by occupation. To allow for a better understanding of compensation rates, results are frequently presented by industry group, region and employment status (i.e., part-time versus full-time and union versus non-union).

The data shows some noteworthy compensation trends. Regionally, the data show higher median compensation levels in Alberta and Ontario, and lower levels in the Prairies (Saskatchewan and Manitoba), Québec, and the Atlantic Provinces. This trend is more pronounced among wage positions than salaried positions.

By industry group, food and beverage services tend to pay below the national median for the tourism sector, and recreation and entertainment businesses pay above the national median.

Also studied were compensation patterns by employment status and union participation. Full-time, waged positions generally received higher compensation than their part-time and seasonal counterparts. Unionized positions received higher compensation than non-unionized positions. The exceptions to these trends are noted in the individual occupation profiles (see Sections 5.3 and 5.4).

NOTE: In the following analyses, all figures for salaries, wages and bonuses/commissions are median values based on the number of incumbents for which data was provided. For each position, participating locations were asked to provide base, minimum and maximum salary and/or wage levels. In practice, not all respondents were able to provide all three data points for all occupations. This does create some anomalies where values for base pay appear outside the minimum and maximum pay range. In most cases, however, the base pay appears somewhere between minimum and maximum and represents the most accurate data available.

For full explanatory definitions of these terms, refer to section seven.

5.2 Occupations Profiled

Of the 56 occupations covered by the survey, twelve were selected as benchmarks for in-depth compensation analysis at various levels of analysis (see the Compensation Profile Guide for details). The occupations selected were among those for which the most data was provided, eleven of which were profiled in the 2010 report. An additional position, tour guide, was added due to its intrinsic link to the tourism sector, as well as being merited by the number of incumbents for whom data was provided.

Tables 5.1 and 5.2 show the median annual base salaries and hourly base wages for these twelve positions by region. Analysis is largely restricted to the most common pay basis for each position (salary or wage), and profiles are grouped accordingly (and sorted alphabetically). Travel counsellor is an exception, appearing in both tables to allow for comparability with the 2010 report. In 2010, a mix of wages and salaries was reported for travel counsellors with salaried positions being slightly more common. In 2012, positions in which travel counsellors received hourly wages were slightly more common. For this reason, the full profile is included with the other hourly positions in section 5.4.

Table 5.1: Median Annual Base Salary for Selected Benchmark Occupations, by Region

Region	Executive Chef	Director of Sales and Marketing	General Manager	Restaurant and Food Services Manager	Travel Agency Manager	Travel Counsellor
Alberta	\$60,000	\$75,000	\$36,000	\$65,000	n/a	\$32,000
British Columbia	\$54,000	\$61,000	\$40,000	\$48,000	\$48,000	\$32,827
Saskatchewan & Manitoba	\$45,000	\$100,000	\$60,000	\$35,000	\$40,560	\$30,000
Ontario	\$52,000	\$60,000	\$50,909	\$50,000	\$46,600	\$30,700
Québec	\$52,780	\$120,000	\$50,000	\$39,927	\$45,000	\$32,000
Atlantic Canada	\$42,000	\$47,500	\$35,000	\$47,000	\$45,876	\$25,000
Territories	\$50,000	\$56,082	\$65,000	\$35,000	n/a	n/a
National	\$52,000	\$90,000	\$45,000	\$50,000	\$46,600	\$31,377

Some data omitted due to low number of observations (See Section 6.1 for omission guidelines).

Table 5.2: Median Hourly Base Wage for Selected Benchmark Occupations, by Region

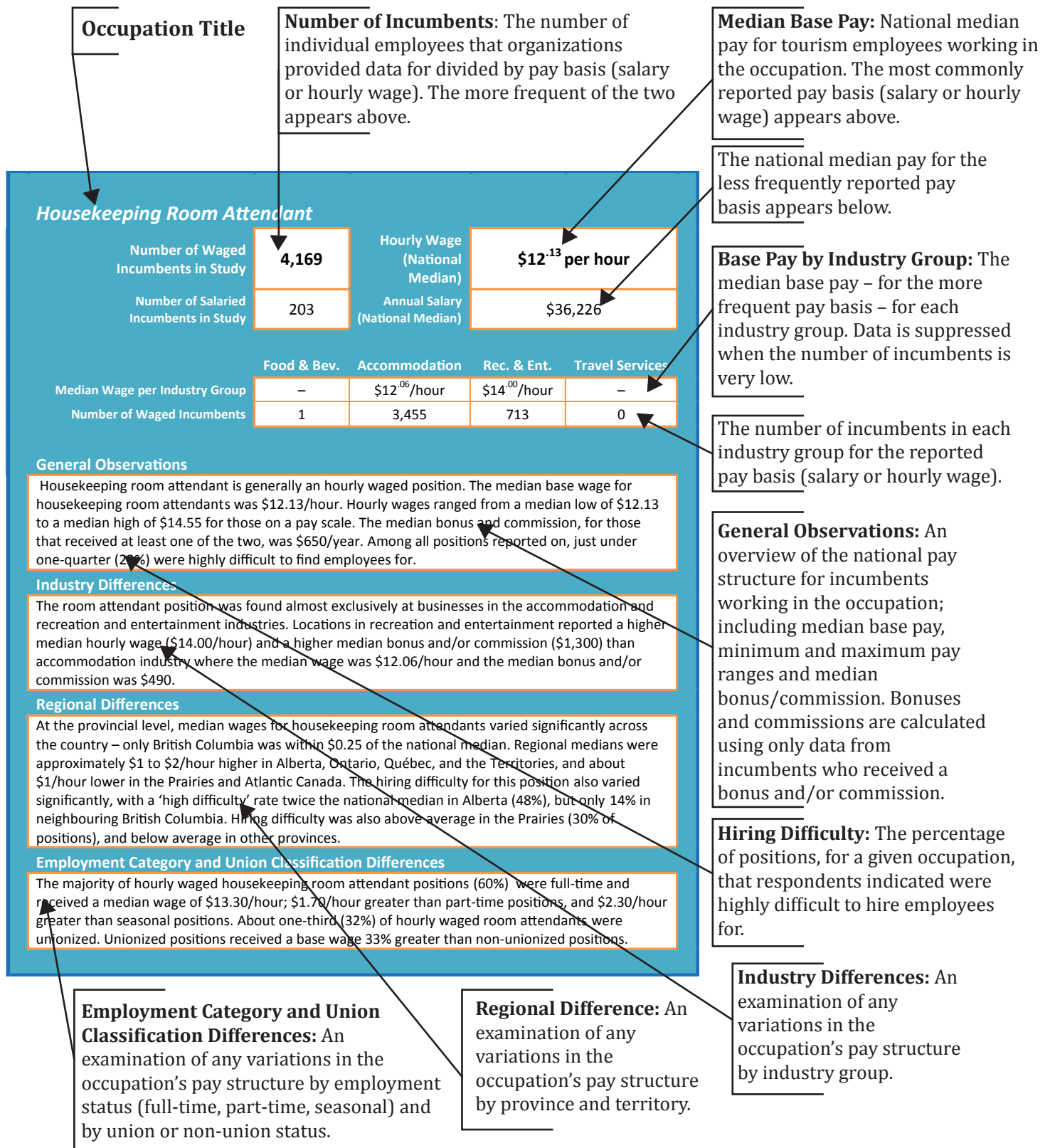
Region	Bartender	Cook	F&B / Banquet Server	Front Desk Agent	Housekeeping Room Attendant	Tour Guide	Travel Counsellor
Alberta	\$10.00	\$13.00	\$10.00	\$14.00	\$14.00	n/a	\$13.00
British Columbia	\$11.00	\$13.25	\$10.25	\$12.75	\$12.00	\$11.00	\$14.00
Saskatchewan & Manitoba	\$10.25	\$11.50	\$10.25	\$11.92	\$11.07	\$11.25	\$12.50
Ontario	\$12.82	\$14.76	\$11.19	\$12.55	\$13.00	\$10.50	\$13.10
Québec	\$8.55	\$11.00	\$8.55	\$12.00	\$13.20	\$11.50	\$13.00
Atlantic Canada	\$10.15	\$11.75	\$10.15	\$11.75	\$11.34	\$11.00	\$13.06
Territories	\$11.00	\$13.00	\$10.30	\$13.00	\$14.00	n/a	\$15.00
National	\$10.15	\$12.31	\$10.25	\$12.50	\$12.13	\$11.00	\$13.28

Some data omitted due to low number of observations (See Section 6.1 for omission guidelines).

5.2.1 Profile Contents

The figure below is a guide to the data contained within each occupational profile. Note that observations for the Territories are omitted due to a low number of observations.

Figure 5.1: Compensation Profile Guide



5.3 Compensation Profiles of Selected Salaried Occupations

Director of Sales and Marketing

Director of Sales and Marketing

Number of Salaried Incumbents in Study	388	Annual Salary (National Median)	\$90,000
Number of Waged Incumbents in Study	72	Hourly Wage (National Median)	\$17. ⁰⁰ per hour

	Food & Bev.	Accommodation	Rec. & Ent.	Travel Services
Median Salary per Industry Group	-	\$120,000	\$80,000	\$72,000
Number of Salaried Incumbents	0	200	90	98

General Observations

The director of sales and marketing is generally a salaried position – and often a well compensated position. The median base salary for this occupation was \$90,000/year. For those working at a company employing a pay scale, the annual salary ranged from a median low of \$78,000 to a median high of \$95,000. The median bonus and/or commission, for salaried employees that received at least one of the two types of compensation were \$10,087 a year. Nearly half of all positions (46%) were reported as highly difficult to fill.

Industry Differences

The highest median base salary for the director of sales and marketing was in the accommodations industry (\$120,000/year), although this group also had the lowest bonus and commission at \$6,044. Conversely, the travel services industry had the lowest median base salary (\$72,000), but it had the highest bonus and commission (\$25,000/year).

Regional Differences

Directors of sales and marketing received markedly different median base salaries across the country. In Québec, salaries were approximately \$30,000 greater than the national median, while in British Columbia and Ontario the median salary was approximately \$30,000 less than the national median. In the Atlantic Provinces, the median salary for this occupation was even lower at only \$47,500 a year. Director of sales and marketing positions were most difficult to fill in British Columbia (57%) and Alberta (52%), and least difficult to fill in the Prairies (27%) and Québec (38%).

Employment Category and Union Classification Differences

Virtually all (98%) salaried directors of sales and marketing are full-time positions. Fewer than 5% of reported directors of sales and marketing receiving a salary were in unionized positions. Those that were had base pay values nearly half that of non-unionized positions.

Executive Chef

Executive Chef

Number of Salaried Incumbents in Study

243

Annual Salary
(National Median)

\$52,000

Number of Waged Incumbents in Study

127

Hourly Wage
(National Median)

\$17.⁰⁰ per hour

	Food & Bev.	Accommodation	Rec. & Ent.	Travel Services
Median Salary per Industry Group	\$45,000	\$57,000	\$63,473	–
Number of Salaried Incumbents	65	84	94	0

General Observations

The occupation of executive chef is generally a salaried position, although about one-third are paid an hourly base wage (127 incumbents). The median base salary for an executive chef was \$52,000/year. For those paid within a pay scale, the annual salary ranged from a median low of \$44,000 to a median high of \$52,497. The median wage of those paid hourly was \$17.00, ranging from a median low of \$14.66 to a median high of \$17.22. The median bonus and commission, for those that received at least one of the two, was \$2,000/year for both salaried and waged positions. Executive chefs are possibly the hardest positions to staff in the tourism sector; a high degree of difficulty finding employees was reported for more than three out of four executive chef positions (79%).

Industry Differences

The median base salary for an executive chef was the lowest in the food and beverage services industry (\$45,000/year) and the highest in the recreation and entertainment industry (\$63,473/year). While the median base salary reported in the accommodation industry was in between the other industry groups, the median hourly base wage was the highest at \$19/hour (compared to \$17/hour in the other industry groups). Moreover, in the food and beverage industry, most executive chefs are paid hourly (100 incumbents versus 65 salaried).

Regional Differences

In Alberta, regional median salaries for executive chefs were approximately \$10,000 greater than the national median. In Atlantic Canada, the median base salary was \$10,000 under the national median. Elsewhere, the median base salary was relatively uniform. This position was most frequently cited as difficult to fill in Alberta (96%) and the Prairies (100%), and least difficult to fill in Ontario, although even there it is considered a 'hard-to-fill' position with over two-thirds (69%) of locations reporting hiring difficulties.

Employment Category and Union Classification Differences

Virtually all incumbents in this occupation were in non-unionized, full-time positions. Compared to sous-chefs, which share the same National Occupation Code (NOC), executive chefs' annual base salaries were higher (by more than \$10,000 annually); however, hourly base wages were not so dissimilar. The national hourly base wage for a sous-chef was \$15.50, compared to \$17.00 for an executive chef (an approximate difference of less than \$3,200 annually when working 40 hours a week for a full year).

General Manager

General Manager

Number of Salaried Incumbents in Study

1,167

Annual Salary
(National Median)

\$45,000

Number of Waged Incumbents in Study

275

Hourly Wage
(National Median)

\$15.00 per hour

	Food & Bev.	Accommodation	Rec. & Ent.	Travel Services
Median Salary per Industry Group	\$40,000	\$45,000	\$90,000	\$62,000
Number of Salaried Incumbents	206	351	409	201

General Observations

The general manager of a tourism business is generally a salaried position. The median national base salary for a general manager was \$45,000/year. For those paid within a pay scale, annual salaries ranged from a median low of \$45,000 to a median high of \$57,000. The median bonus and commission, for those that received at least one of the two, was \$4,000/year. More than half of all general manager positions reported (56%) were considered highly difficult to fill.

Industry Differences

General managers in food and beverage services had the lowest median national base salary (\$40,000/year), less than half of the base salary reported in recreation and entertainment (\$90,000/year). In travel services, general managers received a median national base salary of \$62,000 a year as well as a significant bonus and/or commission payout (\$22,000 for those that receive at least one of the two). This was the highest median bonus and commission across the four industry groups.

Regional Differences

Median base salaries for general managers differed significantly across the country. In Alberta and Atlantic Canada, regional medians were about \$10,000 less than the national median, and in the Prairies and Territories, regional medians were about \$15,000 and \$20,000 greater than the national median, respectively. British Columbia was somewhat below the national median; Ontario and Québec were somewhat above. Unlike the median salary, hiring difficulty did not fluctuate greatly by region. A low of 51% of positions in Québec were considered highly difficult to fill up to of 66% in the Prairies.

Employment Category and Union Classification Differences

Nearly all salaried general managers are in non-unionized (99%) and full-time (95%) positions. The few that were in seasonal positions were nearly three times likelier to receive hourly wages than a salary, and received a median base wage of \$16/hour.

Restaurant and Food Service Manager

Restaurant and Food Service Manager

Number of Salaried Incumbents in Study

383

Annual Salary
(National Median)

\$50,000

Number of Waged Incumbents in Study

117

Hourly Wage
(National Median)

\$15.⁰⁰ per hour

	Food & Bev.	Accommodation	Rec. & Ent.	Travel Services
Median Salary per Industry Group	\$50,000	\$47,109	\$55,000	–
Number of Salaried Incumbents	183	98	101	1

General Observations

Restaurant and food service manager is generally a salaried position, though just under a quarter (23%) of incumbents received an hourly wage. The median base salary for this position was \$50,000/year. At businesses utilizing a pay scale, the annual salary ranged from a median low of \$35,000 to a median high of \$60,000. The median base wage was \$15/hour, and on pay scales ranged from a median low of \$15/hour to a high of \$16/hour. The median bonus and commission, for those that received at least one of the two, was \$2,566/year for salaried positions and \$600/year for waged positions. More than one-third of these positions (38%) were reported to be highly difficult to fill.

Industry Differences

The differences between industries when comparing median salaries were relatively small. While hourly base wages were also similar between industries, businesses in the accommodation industry reported significantly higher bonuses and commissions for waged positions (\$6,000/year) compared to those in food and beverage services (\$400/year). Most restaurant managers who are paid hourly work in the food and beverage services industry (70 incumbents). This group received a lower base wage than those in other industry groups.

Regional Differences

Median base salaries for restaurant and food service managers varied across the country. While those in Ontario had a median salary on par with the national median, and those in British Columbia and Atlantic Canada were only slightly below the national median, other regions diverged. The median salary was \$15,000 greater in Alberta and was \$10,000 to \$15,000 below the national median in the Prairies, Québec, and the Territories. Hiring difficulty varied significantly. High difficulty was reported for approximately two-thirds of positions in Alberta (67%) and the Prairies (64%), and nearly all positions in Atlantic Canada (91%), compared to only 10% of positions in Ontario.

Employment Category and Union Classification Differences

Nearly all (97%) salaried positions, and about three-quarters (76%) of waged positions, were full-time. Full-time waged positions received a median base wage approximately \$3/hour more than part time, and about \$1.50/hour less than seasonal. Only 6% of salaried restaurant and food service managers were unionized, and they received a base pay 20% lower than non-unionized positions.

Travel Agency Manager

Travel Agency Manager

Number of Salaried Incumbents in Study	194	Annual Salary (National Median)	\$46,600
Number of Waged Incumbents in Study	15	Hourly Wage (National Median)	\$12.00 per hour

	Food & Bev.	Accommodation	Rec. & Ent.	Travel Services
Median Salary per Industry Group	–	–	–	\$46,600
Number of Salaried Incumbents	0	0	4	190

General Observations

Travel agency manager is generally a salaried occupation. The median base salary for travel agency managers was \$46,600/year. For those at businesses using a pay scale, annual salaries ranged from a median low of \$37,499 to a median high of \$50,000. The median bonus and commission, for those that received at least one of the two, was \$6,700/year. Few travel agency manager positions (14%) were described as highly difficult to fill.

Industry Differences

Perhaps not surprisingly, travel agency managers were largely found in the travel services industry group. While a couple of participating locations in recreation and entertainment also reported this position, the number of incumbents was too low to report on.

Regional Differences

Median base salaries for travel agency managers were very consistent across regions, from a high median base salary of \$48,000 in British Columbia to a low of \$40,560 in Québec. Only in the Prairies were a significant share of positions (43%) reported to be a difficult to fill, followed distantly by British Columbia (21%).

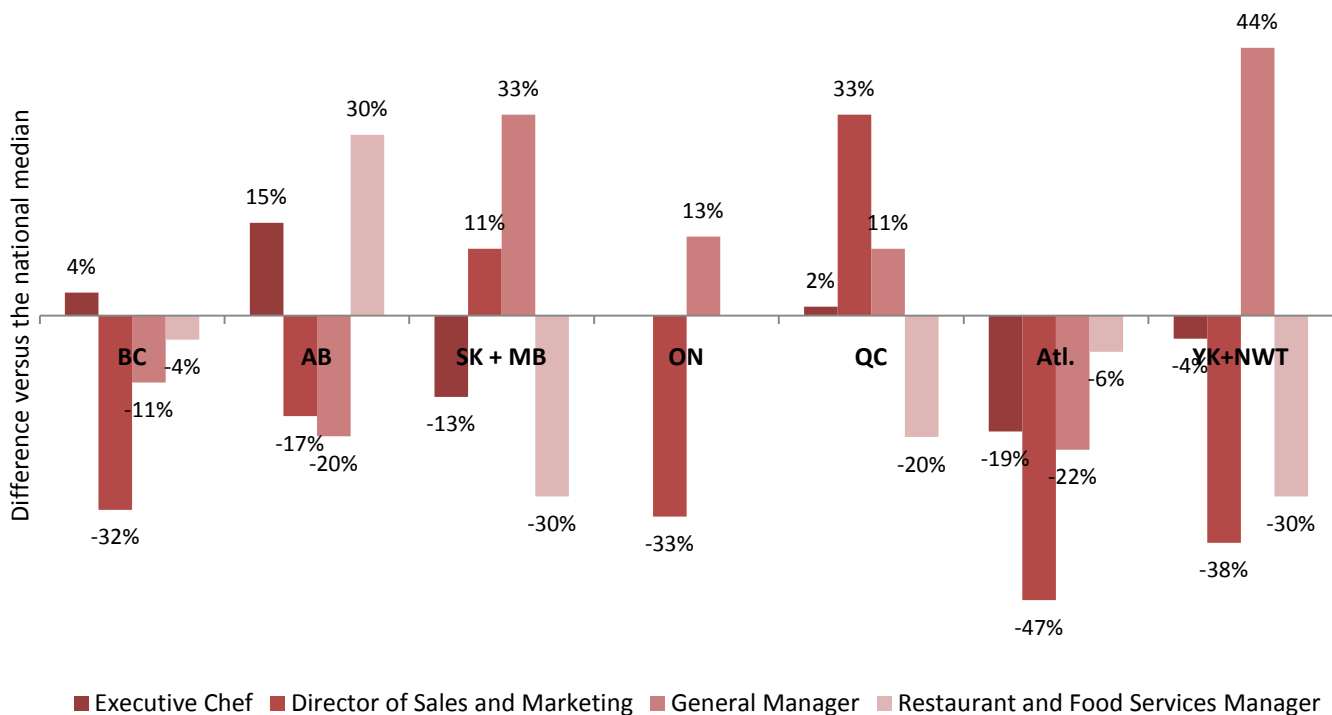
Employment Category and Union Classification Differences

Virtually all travel agency managers are non-unionized, full-time positions. Travel agency managers are grouped under the NOC code of Retail Trade Managers. Due to their unique position within the tourism sector, those working as travel agency managers were examined separately. Compared to other retail trade managers in the tourism sector, travel agency managers had slightly greater annual base salaries. The median national annual base salary for other retail trade managers was \$40,000.

Regional Trends for Selected Salaried Occupations

Overall there are few consistent trends among median base salaries by region (see Figure 5.2 below), the exception being Atlantic Canada where salaries were consistently below the national median for all occupations examined. For instance, Alberta has base salaries above the national median for executive chefs and restaurant and food service managers, and base salaries below the national median for directors of sales and marketing and general managers. The Prairies (Saskatchewan and Manitoba) demonstrate the opposite trend. The occupations excluded from Figure 5.2 demonstrated minimal regional variance and are thus excluded (travel agency manager and travel counsellor).

Figure 5.2: Regional Median Annual Base Salaries for Selected Occupations, versus National Median



Instances of 0% (i.e. no column appears in figure) represent median base salaries essentially equal to the national median.

5.4 Compensation Profiles of Selected Wage Occupations

Bartender

Bartender

Number of Waged Incumbents in Study	1,305	Hourly Wage (National Median)	\$10¹⁵ per hour		
Number of Salaried Incumbents in Study	48	Annual Salary (National Median)	\$31,708		

	Food & Bev.	Accommodation	Rec. & Ent.	Travel Services
Median Wage per Industry Group	\$9. ⁵⁰ /hour	\$11. ⁷⁵ /hour	\$12. ⁵⁰ /hour	–
Number of Waged Incumbents	482	288	529	6

General Observations

Bartenders are generally paid an hourly wage. The national median base wage for bartenders was \$10.15/hour. Hourly wages ranged from a median low of \$9.10 to a median high of \$10.68 for those working at businesses utilizing a pay scale. While this is one of the lowest paid jobs in the study, bartenders typically receive significant gratuities. The median bonus and commission, for those that received at least one of the two, was \$1,000/year. Finding employees was considered highly difficult for very few (9%) of the reported bartender positions.

Industry Differences

The median hourly wage for bartenders ranged from a low of \$9.50 in the food and beverage services industry up to \$12.50 in the recreation and entertainment industry. Moreover, for employees who receive bonuses and/or commission, the food and beverage industry also had the lowest median bonus and commission (\$500), while the accommodation industry had the highest (\$4,000). The recreation and entertainment industry was in between with a median bonus and commission of \$1,300.

Regional Differences

Median hourly wages for bartenders were largely consistent across regions. The outliers were Ontario, with a median base wage of \$12.82/hour, and Québec, with a median base wage of only \$8.55/hour. The percentage of positions for which hiring was difficult only surpassed the national rate by more than 10% in the Prairies (30% of positions).

Employment Category and Union Classification Differences

The number of bartenders reported on split quite evenly between those working in part-time (34%), full-time (34%), and seasonal positions (32%). Seasonal bartenders received a base wage approximately \$1/hour less than those in year round positions. About one-quarter (24%) of bartenders are in unionized positions and received a base pay nearly two-thirds (+61%) greater than those in non-unionized positions.

Cook

Cook

Number of Waged Incumbents in Study

3,042

Number of Salaried Incumbents in Study

249

Hourly Wage (National Median)

\$12^{.31} per hour

Annual Salary (National Median)

\$39,230

	Food & Bev.	Accommodation	Rec. & Ent.	Travel Services
Median Wage per Industry Group	\$12 ^{.00} /hour	\$13 ^{.58} /hour	\$14 ^{.18} /hour	–
Number of Waged Incumbents	1,259	926	856	1

General Observations

The occupation of cook is generally an hourly waged position. The national median base wage for cooks was \$12.31/hour. For those working at locations where a pay scale was used, hourly wages ranged from a median low of \$11.00 to a median high of \$14.00. The median bonus and commission, for those that received at least one of the two, was \$1,000/year. Almost half of all cook positions (45%) were reported to be highly difficult to fill.

Industry Differences

The median hourly wage by industry ranged from a low of \$12.00/hour in food and beverage services to \$14.18/hour in the recreation and entertainment industry. Locations in the food and beverage industry also reported the lowest median bonus and commission (\$600). This was less than in the recreation and entertainment, and accommodation industries (\$1,300 and \$2,000, respectively). One-fifth of cooks in the recreation and entertainment industry were salaried (195 incumbents). This group received an annual base salary of \$39,230, and total bonuses and commissions higher than their hourly counterparts in this industry (\$2,234).

Regional Differences

Across the country, there was a wide range of median base salaries for this occupation. The base salary was \$0.70 to \$1/hour higher than the national median in British Columbia, Alberta, and the Territories, and about \$0.50 to \$1.30/hour lower in the Prairies, Québec and Atlantic Canada. Cooks received the highest median hourly wage in Ontario (\$14.76/hour). The percentage of positions considered highly difficult to find workers for ranged from just under two-fifths of in British Columbia (39%), to just under three-fifths of positions in Atlantic Canada (57%).

Employment Category and Union Classification Differences

While most cooks (55%) worked full-time, about one-quarter (26%) were part-time and one-fifth (19%) were in seasonal positions. Part-time cooks received a median base wage \$0.75 greater than full-time cooks, and \$1.25 greater than seasonal cooks. Slightly under one-fifth (18%) of waged cook positions were unionized. Unionized cooks had a median hourly base pay somewhat higher (+15%) than those that were non-unionized.

Food and Beverage / Banquet Server

Food and Beverage / Banquet Server

Number of Waged Incumbents in Study	6,283	Hourly Wage (National Median)	\$10⁻²⁵ per hour
Number of Salaried Incumbents in Study	182	Annual Salary (National Median)	\$27,233

	Food & Bev.	Accommodation	Rec. & Ent.	Travel Services
Median Wage per Industry Group	\$10.15/hour	\$10.25/hour	\$11.42/hour	–
Number of Waged Incumbents	2,343	1,900	2,030	10

General Observations

Those who work as food and beverage / banquet servers generally receive an hourly wage. The median base wage for servers was \$10.25. For those paid by a pay scale, hourly wages ranged from a low of \$9.90 to a high of \$10.68. The median bonus and commission, for those that received at least one of the two, was \$650 a year. About one in six server positions (17%) were reported as highly difficult to fill.

Industry Differences

Across industry groups, the food and beverage / banquet server position received median hourly wages ranging from \$10.15 (food and beverage industry) to \$11.42 (recreation and entertainment).

Regional Differences

Median hourly wages for food and beverage / banquet servers were largely consistent across regions. The outliers were Ontario, with a median hourly wage of \$11.19/hour, and Québec, with a low median base salary of only \$8.55/hour. Hiring difficulty for this occupation did not differ more than +/-10% from the national average across the provinces.

Employment Category and Union Classification Differences

Surprisingly, those working full-time/year-round received lower median base wages than part-time and part-year employees: seasonal servers (23% of all waged positions) had a median base wage of \$11.42/hour, versus \$10.25/hour for part-time positions (41% of waged positions) and \$10/hour for full-time positions (36% of waged positions). Slightly more than one-fifth (21%) of hourly waged servers are unionized. They had a median base pay slightly higher (+13%) than non-unionized positions.

Front Desk Agent

Front Desk Agent

Number of Waged Incumbents in Study	2,073	Hourly Wage (National Median)	\$12^{.50} per hour
Number of Salaried Incumbents in Study	26	Annual Salary (National Median)	\$33,000

	Food & Bev.	Accommodation	Rec. & Ent.	Travel Services
Median Wage per Industry Group	\$9 ^{.90} /hour	\$12 ^{.50} /hour	\$12 ^{.75} /hour	12 ^{.00} /hour
Number of Waged Incumbents	7	1,624	409	33

General Observations

Front desk agents generally receive an hourly wage, the median national base wage being \$12.50/hour. For those at companies utilizing a pay scale, hourly wages ranged from a median low of \$12.00 to a median high of \$14.25. Among those that received a bonus and/or commission, the median payout was \$500/year. Participating locations indicated that among all front desk agent positions only 15% were highly difficult to fill.

Industry Differences

While this position was reported in all industries, it is most common in accommodation, and recreation and entertainment. In these two industry groups, industry medians were roughly equal.

Regional Differences

Median hourly wages for front desk agents differed somewhat across the country. Though hourly wages were within +/- \$0.50/hour of the national median in British Columbia, Ontario, Québec, and the Territories, regional medians were \$0.60 to \$1/hour lower in the Prairies and Atlantic Canada, and \$1.50/hour higher in Alberta. The national median for hiring difficulty is somewhat deceiving. It disguises the fact that very few positions in Western Canada were difficult to find workers for (peaking at 7% in the Prairies), but nearly one third of positions in Québec (31%) were.

Employment Category and Union Classification Differences

One-sixth (16%) of front desk agents are unionized. They received a base pay slightly higher (+10%) than their non-unionized counterparts. Almost two-thirds (63%) of reported waged positions are full-time, 25% were part-time and 12% were seasonal. Full-time front desk agents received median base wages of \$12.80/hour, \$0.80/hour greater than part-timers and \$2.55/hour greater than seasonal workers.

Housekeeping Room Attendant

Housekeeping Room Attendant

Number of Waged Incumbents in Study

4,169

Number of Salaried Incumbents in Study

203

Hourly Wage (National Median)

\$12^{.13} per hour

Annual Salary (National Median)

\$36,226

	Food & Bev.	Accommodation	Rec. & Ent.	Travel Services
Median Wage per Industry Group	–	\$12 ^{.06} /hour	\$14 ^{.00} /hour	–
Number of Waged Incumbents	1	3,455	713	0

General Observations

Housekeeping room attendant is generally an hourly waged position. The median base wage for housekeeping room attendants was \$12.13/hour. Hourly wages ranged from a median low of \$12.13 to a median high of \$14.55 for those on a pay scale. The median bonus and commission, for those that received at least one of the two, was \$650/year. Among all positions reported on, just under one-quarter (23%) were highly difficult to find employees for.

Industry Differences

The room attendant position was found almost exclusively at businesses in the accommodation and recreation and entertainment industries. Locations in recreation and entertainment reported a higher median hourly wage (\$14.00/hour) and a higher median bonus and/or commission (\$1,300) than accommodation industry where the median wage was \$12.06/hour and the median bonus and/or commission was \$490.

Regional Differences

At the provincial level, median wages for housekeeping room attendants varied significantly across the country – only British Columbia was within \$0.25 of the national median. Regional medians were approximately \$1 to \$2/hour higher in Alberta, Ontario, Québec, and the Territories, and about \$1/hour lower in the Prairies and Atlantic Canada. The hiring difficulty for this position also varied significantly, with a ‘high difficulty’ rate twice the national median in Alberta (48%), but only 14% in neighbouring British Columbia. Hiring difficulty was also above average in the Prairies (30% of positions), and below average in other provinces.

Employment Category and Union Classification Differences

The majority of hourly waged housekeeping room attendant positions (60%) were full-time and received a median wage of \$13.30/hour; \$1.70/hour greater than part-time positions, and \$2.30/hour greater than seasonal positions. About one-third (32%) of hourly waged room attendants were unionized. Unionized positions received a base wage 33% greater than non-unionized positions.

Tour Guide

Tour Guide

Number of Waged Incumbents in Study	682	Hourly Wage (National Median)	\$11. ⁰⁰ per hour
Number of Salaried Incumbents in Study	277	Annual Salary (National Median)	\$21,000

	Food & Bev.	Accommodation	Rec. & Ent.	Travel Services
Median Wage per Industry Group	–	–	\$11.25/hour	\$11.00/hour
Number of Waged Incumbents	0	11	403	268

General Observations

Tour guides generally receive an hourly wage, although 28% of reported positions received an annual salary (277 incumbents). The median base wage for tour guides was \$11.00/hour. Among those working at businesses using a pay scale, hourly wages ranged from a low of \$11.00 to a high of \$14.00. For those who were salaried, the median base pay was \$21,000/year. For tour guides receiving either a bonus or commission, the median payout was \$1,500/year for waged positions and \$630/year for salaried positions. Responding locations indicated that of all tour guide positions, only 9% were difficult to find staff for.

Industry Differences

The tour guide position is primarily found in the recreation and entertainment and travel service industries. Both groups report similar median hourly wages. Nearly all salaried tour guides (268 of 277 incumbents) work in travel services; they received a median base salary of \$31,000/year.

Regional Differences

Median base wages were largely uniform across the country (within +/-5% of the national median by region). Insufficient data for this position were received in Alberta and the Territories, which precludes comparative analysis.

Employment Category and Union Classification Differences

Virtually all reported tour guide positions are non-unionized (97%). In addition, salaried tour guides were generally full-time positions (92%). Among guides receiving an hourly wage, virtually none (1%) were full-time; most were seasonal workers (74%). However, the median wage (\$11/hour) remained the same regardless of employment status.

Travel Counsellor

Travel Counsellor

Number of Waged Incumbents in Study

1,487

Number of Salaried Incumbents in Study

722

Hourly Wage (National Median)

\$13.28 per hour

Annual Salary (National Median)

\$31,377

	Food & Bev.	Accommodation	Rec. & Ent.	Travel Services
Median Wage per Industry Group	–	–	–	13 ⁰⁰ /hour
Number of Waged Incumbents	0	0	30	1,457

General Observations

Travel counsellor is generally an hourly waged position, although many work for an annual salary as well (722 incumbents). The median base wage for travel counsellors was \$13.28/hour. For those at a business utilizing a pay scale, hourly wages ranged from a median low of \$14.00 to a median high of \$17.13. The median base salary for travel counsellors was \$31,377/year, and among those paid on a scale, annual salaries ranged from a low of \$24,406 to a high of \$35,000. The median bonus and commission, for those that received at least one of the two, was \$3,362/year for waged positions and \$8,000/year for salaried positions. Only 13% of reported travel counsellor positions were considered difficult to fill.

Industry Differences

Perhaps not surprisingly, data for travel counsellors came almost exclusively from the travel services industry group. While a couple of locations in recreation and entertainment also reported this position, the number of incumbents was too few to report on.

Regional Differences

Both median hourly base wages and annual base salaries for travel counsellors were largely consistent across the country. The highest hourly base wages occurred in British Columbia and the Territories, with a regional median of \$14/hour and \$15/hour, respectively. All other regions were within +/- \$1/hour of the national median. The exception for base salaries was Atlantic Canada with a regional median of \$25,000/year, whereas all other regions were within +/- \$1,500/year of the national median. Hiring difficulty was lowest in Atlantic Canada (4% of positions) and highest in British Columbia and the Prairies (18% of positions).

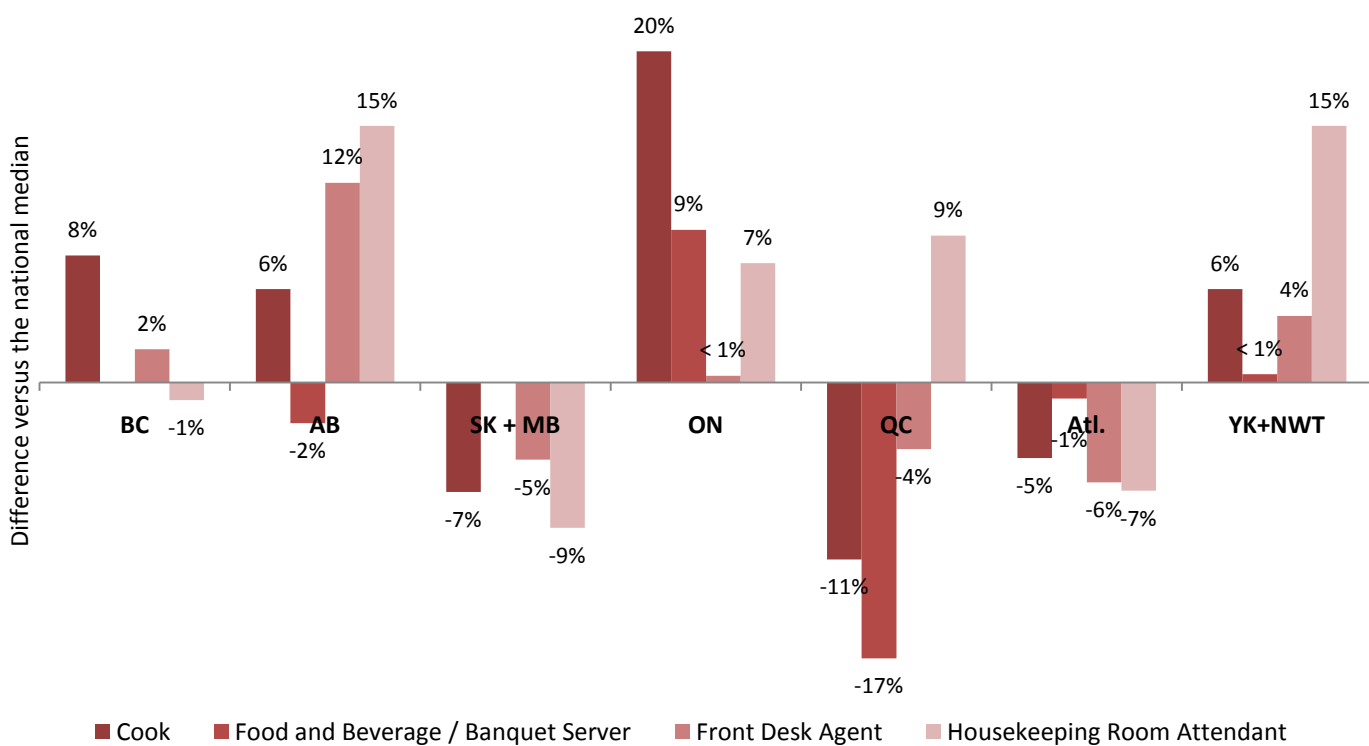
Employment Category and Union Classification Differences

Virtually all waged (97%) and salaried (99%) travel counsellors were non-unionized. About three-quarters of both waged (74%) and salaried counsellor (76%) positions are full-time. Among waged positions, full-time counsellors received a median base wage approximately \$1.70 to \$2/hour greater than their part-time and seasonal counterparts. Among salaried positions, part and full-time positions received approximately equal median base salaries (2% higher for part-time).

Regional Trends for Selected Waged Occupations

Unlike the trend observed for salaried positions, there are regions that consistently pay median base wages that are above or below the national median (see Figure 5.3). Among the benchmark wage occupations, median base wages were generally higher in Alberta, Ontario, and the Territories, and generally lower in the Prairies, Québec (excluding room attendants), and Atlantic Canada. With the exception of cooks, British Columbia was most likely to have hourly wages close to the national median. The occupations excluded from Figure 5.3 demonstrated minimal regional variance (tour guide and travel counsellor), or were too similar to another position (for example, regional trends for bartenders generally mirrored those for food and beverage / banquet servers).

Figure 5.3: Regional Median Hourly Base Wages for Selected Occupations, versus National Median



Instances of 0% (i.e. no column appears in figure) represent median base wages essentially equal to the national median.

SECTION 6: MEDIAN COMPENSATION SUMMARY TABLES

This section provides comprehensive compensation data for the tourism sector's most prominent occupations. Data presented in this section include pre-tax compensation data for both salaried and hourly positions. For each position, participating locations were asked to provide base, minimum and maximum salary and/or wage levels. In practice, not all respondents were able to provide all three data points for all occupations. This does create some anomalies where values for base pay appear outside the minimum and maximum pay range. In most cases, however, the base pay appears somewhere between minimum and maximum and represents the most accurate data available.

The data are presented first for those incumbents compensated on a salary basis and second for those incumbents that are compensated on an hourly basis. Occupations are sorted by position level (executive, management/supervisory, and frontline) similar to the position levels reported in sections three and four⁷. Within each level, occupations are presented alphabetically. The data presented in the following tables include:

- **Number of organizations (No of Orgs.)** – Count of unique organizations which provided data for an occupation;
- **Number of incumbents (No of Incs.)** – Count of the incumbents employed in an occupation by the organizations which provided data for that occupation;
- **Base salary/wage** – Annual or hourly gross compensation excluding commission, bonuses, overtime and other cash allowances that an incumbent actually receives.
- **Minimum salary/wage range** – Pay rate that an organization is prepared to pay as a minimum or entry rate for a particular position.
- **Maximum salary/wage range** – Pay rate that an organization is prepared to pay as a maximum rate for a particular position.
- **Annual bonus and commission** – Sum of annual commission and bonus (reported only for those incumbents receiving a commission or a bonus).

These figures include only the wages and salaries paid by the employer. Although it must be noted that gratuities form an important part of take home earnings for many frontline positions, they are not included as this type of compensation is difficult for participants to report accurately.

⁷ Please note that the per position level data presented in Sections 3 and 4 resulted from explicitly asking respondents whether a particular policy was offered to staff at each of the three levels, while the position level sorting in the summary compensation tables was assigned during analysis.

The following summary tables present the median compensation values for selected tourism occupations by:

- **Geography**
 - All organizations in Canada
 - Participants in each province and the Yukon/NWT
 - Selected sub-regions
- **Industry group** (nationally and provincially)
 - Accommodations
 - Food and beverage services
 - Recreation and entertainment
 - Travel services
- **Labour characteristics** (nationally and provincially)
 - Union classification
 - Employment status (Full-time, Part-time or seasonal)

Summary compensation tables below are presented using median values, also known as the 50th percentile. The median divides the top 50% and the lowest 50% of values. For example, if XYZ organization pays the median hourly wage for an occupation, it implies that half of organizations in the sample pay higher than XYZ and half pay lower.

Medians are often used as they are less susceptible to very large or very small values. For each data point presented in the tables, a minimum of five unique organizations provided values. Where fewer than five locations provided data for a given data point, the cell has been left blank⁸. Due to the large amount of data collected in this study, not all potential tables (e.g. sub-region by industry group) have been published. As the tables become more specific, it becomes less likely that the minimum number of data points required to report wage and salary data will be available. However, participants can contact the CTHRC via research@cthrc.ca to request specific cuts of data. If minimum data values are met, these tables will be made available.

In addition to being weighted by industry and province (see Section 1.1), data points in the median compensation tables have been weighted by the number of incumbents for which the respondent provided data. For example, a respondent that provided compensation data for their 20 food servers would count for twice as much in median calculations as a respondent that provided data for 10 food servers.

Disclaimer:

It should be noted that, for the purposes of the Temporary Foreign Worker Program, Employment and Social Development Canada (ESDC - formerly Human Resources and Skills Development Canada - HRSDC)/Service Canada is required to consider whether or not the *wage* offered to a temporary foreign worker is consistent with the *prevailing wage rate* for the occupation where the work will take place.

⁸ Exceptions are made for data points supported by at least three unique organizations so long as no one organization accounts for 80% or more all incumbents.

The *prevailing wage* rate is identified as the median hourly wage or higher for a requested occupation in a specified geographical area. ESDC does not take into consideration the industry in the calculation of the prevailing wage.

A standardized wage determination methodology was developed by ESDC (formerly HRSDC)/Service Canada in consultation with Statistics Canada. The methodology and definitions differ in key ways from those used in the Tourism Compensation Study, and are described on the [Working in Canada website](#):

For information and comparison purposes, the *prevailing wage* rates used by Temporary Foreign Worker Program, as determined by ESDC (formerly HRSDC), are disseminated on the [Working in Canada website](#).

Summary Compensation Tables (Market Median)



Summary Compensation Table (Market Median)

Canada - All Organizations

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Assistant general manager/director	22	22	38,000	38,000	64,563	2,000	8	10	17.00	17.25	17.25	150
General manager/director	612	1,167	45,000	45,000	57,000	4,000	151	275	15.00	15.00	18.00	5,000
Accommodation service manager	108	211	42,000	40,000	52,000	4,000	45	79	14.40	14.09	16.00	500
Accommodation, travel, or related services supervisor	43	162	50,000	50,000	55,000	2,972	52	135	16.00	15.00	18.22	1,000
Assistant manager	23	67	33,500	29,000	34,000	500	26	39	12.50	12.50	14.00	1,800
Conservator, curator, or museum/gallery manager	36	78	54,566	47,978	54,566	200	20	28	20.00	20.00	22.00	*
Director of sales and marketing	179	388	90,000	78,000	95,000	10,087	28	72	17.00	14.35	21.53	5,833
Executive chef	139	243	52,000	44,000	52,497	2,000	40	127	17.00	14.66	17.22	2,000
Executive housekeeper	77	121	41,600	40,000	46,000	2,000	53	100	14.70	13.25	15.25	1,000
Food and beverage service supervisor	50	133	41,593	38,100	48,394	3,474	125	685	13.25	11.00	15.00	250
Guest services manager	23	25	45,000	42,000	58,654	4,639	22	25	15.00	15.00	16.00	*
Manager in performing arts	18	35	45,000	40,000	60,000	3,000	6	31	10.65	10.65	10.65	*
Other manager, non-guest services	146	348	40,000	36,340	49,531	4,000	87	224	13.25	15.00	17.00	150
Recreation, sports or fitness program director	20	31	43,068	43,285	48,668	872	10	11	15.00	13.96	16.32	*
Restaurant and food service manager	144	383	50,000	35,000	60,000	2,566	56	117	15.00	15.00	16.00	600
Retail trade manager (Excl. travel agency)	17	26	40,000	37,080	40,000	2,300	14	22	12.69	12.69	14.10	*
Superintendent maintenance / groundskeeper	75	105	56,500	53,560	60,000	4,474	99	247	14.00	13.27	17.00	500
Travel agency manager	54	194	46,600	37,499	50,000	6,700	10	15	12.00	11.00	14.00	35,906
Advertising, marketing or public relations professionals	20	29	50,000	45,000	54,566	300	15	22	10.25	10.25	10.25	500
Bartender	8	48	31,708	31,595	31,595	5,347	228	1,305	10.15	9.10	10.68	1,000
Casino occupations	1	1	*	*	*	*	13	115	10.00	10.00	12.00	665
Conference or event planner	6	13	65,000	55,000	70,000	*	8	9	15.00	15.00	19.00	*
Cook	37	249	39,230	35,378	35,378	2,234	477	3,042	12.31	11.00	14.00	1,000

Summary Compensation Table (Market Median)

Canada - All Organizations

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Delivery and courier service	1	1	*	*	*	*	21	81	9.90	9.90	9.95	5,000
Food and beverage server	15	182	27,233	27,144	27,435	9,747	551	6,283	10.25	9.90	10.68	650
Food counter attendant	7	88	34,380	32,270	36,566	2,012	157	2,983	10.25	10.25	12.50	62
Front desk agent	12	26	33,000	33,000	33,000	*	420	2,073	12.50	12.00	14.25	500
Guest services attendant	14	162	42,932	34,744	34,744	2,326	99	685	12.13	12.13	13.33	1,228
Heritage interpreter	7	22	35,738	35,738	43,440	*	38	157	13.50	13.50	14.00	1,208
Host/hostess	12	112	55,671	43,328	43,784	2,849	127	599	11.00	10.25	11.52	50
Housekeeping room attendant	16	203	36,226	32,961	32,961	2,230	441	4,169	12.13	12.13	14.55	650
Janitor, caretaker or maintenance worker	14	33	39,417	35,212	35,212	2,043	145	712	14.66	14.00	17.51	500
Kitchen helper and related occupations	3	10	26,000	24,000	30,000	*	263	1,753	11.00	10.85	13.00	100
Landscaping and grounds maintenance labourer	11	22	45,000	41,500	49,680	2,646	126	613	13.00	12.00	17.00	300
Operator or attendant	9	28	38,302	32,396	32,396	*	138	2,932	10.00	10.00	11.00	500
Other customer/information services representative	9	18	34,197	34,197	43,294	37,000	41	132	10.25	10.25	13.00	100
Outdoor adventure guide	5	21	50,000	40,000	80,000	*	26	370	13.91	12.82	15.35	300
Passenger craft operator	1	1	*	*	*	*	20	138	13.50	13.50	15.00	*
Performing artists, athletes or related occupations	13	29	21,900	20,000	60,000	5,000	11	40	13.00	13.00	13.00	*
Program leader or instructor	25	43	35,000	32,000	41,000	686	101	1,309	12.00	11.80	17.00	*
Retail sales clerk	10	40	38,000	35,382	35,382	1,374	108	1,204	10.25	10.25	12.31	350
Safety or security officer	2	7	*	*	*	*	30	192	13.81	13.51	16.50	500
Sales representative or ticket agent	71	301	42,016	38,000	55,307	6,245	43	303	10.25	10.25	13.00	17,000
Sous chef	77	168	40,685	38,000	46,000	4,000	58	130	15.50	14.66	16.45	1,000
Support occupations in acc./travel/facility set-up (Excl. guest services)	8	16	28,034	25,787	25,787	*	36	157	12.00	12.00	13.36	*
Technical occupations in museums/galleries (Excl. interpreter)	15	40	59,688	52,321	59,688	*	30	90	12.39	12.00	13.50	*
Tour guide	12	277	21,000	19,555	27,000	630	88	682	11.00	11.00	14.00	1,500
Travel counsellor	93	722	31,377	24,406	35,000	8,000	129	1,487	13.28	14.00	17.13	3,362

Summary Compensation Table (Market Median)

Canada - Food and Beverage Services

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	102	206	40,000	35,000	50,000	2,500	43	119	15.00	14.00	17.00	5,000
Assistant manager	9	24	33,500	29,000	34,000	500	9	16	14.00	14.00	14.00	1,800
Executive chef	35	65	45,000	40,000	42,000	2,000	20	100	17.00	14.66	17.22	2,000
Food and beverage service supervisor	6	9	38,000	38,000	42,000	7,000	70	427	13.50	10.75	15.00	250
Other manager, non-guest services	13	21	35,000	36,000	55,000	*	19	44	11.50	12.00	13.80	1,000
Restaurant and food service manager	44	183	50,000	33,800	60,000	2,566	28	70	15.00	15.00	16.00	400
Bartender	1	1	*	*	*	*	78	482	9.50	8.90	10.25	500
Cook	15	30	30,000	30,000	42,000	1,300	232	1,259	12.00	10.50	14.00	600
Delivery and courier service	1	1	*	*	*	*	21	81	9.90	9.90	9.95	5,000
Food and beverage server	3	9	15,561	15,561	33,000	*	267	2,343	10.15	9.05	10.50	500
Food counter attendant	3	7	*	30,000	42,000	*	95	1,751	10.50	10.25	12.50	62
Front desk agent	*	*	*	*	*	*	3	7	9.90	9.90	9.90	*
Host/hostess	*	*	*	*	*	*	47	276	11.00	9.65	11.52	50
Janitor, caretaker or maintenance worker	1	1	*	*	*	*	5	5	10.25	10.50	13.00	*
Kitchen helper and related occupations	3	10	26,000	24,000	30,000	*	126	675	11.00	11.00	13.00	100
Other customer/information services representative	*	*	*	*	*	*	3	16	10.00	10.00	13.00	*
Performing artists, athletes or related occupations	*	*	*	*	*	*	3	5	10.00	10.00	10.00	*
Retail sales clerk	*	*	*	*	*	*	23	282	10.25	10.25	13.00	*
Safety or security officer	*	*	*	*	*	*	5	41	15.00	15.00	20.00	*
Sous chef	17	27	30,000	30,000	40,000	4,000	26	68	15.89	14.66	16.45	1,000
Support occupations in acc./travel/facility set-up (Excl. guest services)	*	*	*	*	*	*	6	16	12.00	12.00	12.00	*

Summary Compensation Table (Market Median)

Canada - Accommodation

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Assistant general manager/director	13	13	37,000	35,000	64,563	2,000	2	2	*	*	*	*
General manager/director	223	351	45,000	45,000	60,000	6,000	38	57	15.00	14.00	16.00	1,200
Accommodation service manager	99	202	40,750	38,000	50,000	2,200	45	79	14.40	14.09	16.00	500
Accommodation, travel, or related services supervisor	5	26	35,000	35,000	35,000	*	20	57	16.00	14.40	16.00	1,000
Assistant manager	9	38	45,000	45,000	52,000	*	8	9	11.13	17.00	17.00	*
Director of sales and marketing	74	200	120,000	120,000	140,000	6,044	7	7	20.19	20.00	21.65	*
Executive chef	74	84	57,000	51,075	60,000	4,000	17	19	19.00	19.00	20.00	3,000
Executive housekeeper	71	115	40,000	38,000	45,000	1,200	48	89	15.00	14.33	15.25	500
Food and beverage service supervisor	29	54	38,000	35,000	40,000	2,000	22	42	14.50	14.50	16.00	2,250
Other manager, non-guest services	26	62	55,000	55,000	62,000	4,500	10	10	20.00	18.00	22.00	*
Restaurant and food service manager	59	98	47,109	42,230	52,000	4,000	17	31	16.53	12.74	18.00	6,000
Superintendent maintenance / groundskeeper	44	53	48,000	45,000	53,331	2,500	80	201	14.00	12.72	17.70	500
Bartender	1	1	*	*	*	*	84	288	11.75	11.00	13.45	4,000
Casino occupations	*	*	*	*	*	*	4	14	9.50	9.50	9.92	*
Cook	8	24	22,000	22,000	36,000	*	153	926	13.58	12.84	16.72	2,000
Food and beverage server	2	3	*	*	*	*	182	1,900	10.25	10.15	11.50	33,000
Food counter attendant	*	*	*	*	*	*	23	83	11.50	11.00	15.00	*
Front desk agent	6	19	35,000	35,000	35,000	*	344	1,624	12.50	12.00	14.57	500
Guest services attendant	1	1	*	*	*	*	52	249	12.70	12.00	13.00	1,680
Host/hostess	5	9	20,000	20,000	22,000	*	57	168	12.34	12.00	15.00	8,500
Housekeeping room attendant	11	57	65,000	65,000	72,000	2,500	401	3,455	12.06	12.00	14.00	490
Janitor, caretaker or maintenance worker	4	8	11,250	11,250	17,500	*	65	252	14.90	14.90	16.10	75
Kitchen helper and related occupations	*	*	*	*	*	*	86	397	12.00	10.75	13.00	*
Landscaping and grounds maintenance labourer	4	5	39,000	30,000	35,000	*	72	147	12.20	12.00	14.00	250

Summary Compensation Table (Market Median)

Canada - Accommodation

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Operator or attendant	1	2	*	*	*	*	10	24	12.10	12.10	14.00	*
Passenger craft operator	*	*	*	*	*	*	5	19	13.00	12.70	14.00	*
Program leader or instructor	*	*	*	*	*	*	16	148	10.50	10.00	12.00	*
Retail sales clerk	2	7	*	*	*	*	13	33	11.00	10.50	12.00	*
Safety or security officer	*	*	*	*	*	*	4	6	16.00	15.00	16.45	*
Sales representative or ticket agent	29	115	47,109	40,000	61,800	10,000	12	31	14.00	13.00	16.00	*
Sous chef	40	81	45,000	45,000	50,000	6,000	22	27	16.50	16.00	20.00	4,000
Support occupations in acc./travel/facility set-up (Excl. guest services)	*	*	*	*	*	*	15	84	14.00	14.00	14.42	*

Summary Compensation Table (Market Median)

Canada - Recreation and Entertainment

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Assistant general manager/director	5	5	90,000	90,000	95,000	*	5	7	17.00	17.25	17.25	*
General manager/director	184	409	90,000	90,000	90,000	9,000	48	68	18.00	17.58	19.70	35,000
Accommodation service manager	9	9	52,021	43,000	63,939	5,000	*	*	*	*	*	*
Accommodation, travel, or related services supervisor	25	97	69,101	61,402	69,742	2,972	20	55	16.43	15.36	18.22	*
Assistant manager	5	5	39,000	38,000	39,000	*	8	13	11.50	11.50	12.00	*
Conservator, curator, or museum/gallery manager	36	78	54,566	47,978	54,566	200	20	28	20.00	20.00	22.00	*
Director of sales and marketing	55	90	80,000	75,000	85,000	10,087	7	7	16.95	17.55	21.19	*
Executive chef	30	94	63,473	50,000	60,000	4,601	3	8	17.00	17.00	20.00	*
Executive housekeeper	6	6	55,000	54,000	78,000	11,000	4	10	13.00	13.00	17.00	*
Food and beverage service supervisor	15	70	43,422	41,500	57,100	3,474	33	216	13.00	11.00	14.00	900
Guest services manager	12	13	45,000	42,512	58,654	3,400	15	16	15.00	15.00	16.00	*
Manager in performing arts	18	35	45,000	40,000	60,000	3,000	6	31	10.65	10.65	10.65	*
Other manager, non-guest services	79	162	41,200	40,000	45,000	1,700	52	162	17.00	17.00	21.00	150
Recreation, sports or fitness program director	15	26	43,285	43,285	48,668	872	9	10	16.00	13.96	16.40	*
Restaurant and food service manager	40	101	55,000	48,000	64,797	2,288	11	16	16.87	16.87	18.00	*
Retail trade manager (Excl. travel agency)	5	7	36,000	36,000	37,080	*	9	17	12.69	12.69	14.10	*
Superintendent maintenance / groundskeeper	29	50	60,000	55,058	64,000	4,474	16	43	15.00	15.00	17.00	*
Advertising, marketing or public relations professionals	8	12	54,566	45,000	54,566	*	6	6	16.50	16.50	17.50	*
Bartender	6	46	31,708	31,595	31,595	5,347	64	529	12.50	11.90	14.87	1,300
Casino occupations	1	1	*	*	*	*	6	46	10.00	10.00	12.00	665
Conference or event planner	2	9	*	*	*	*	4	4	10.25	10.25	12.00	*
Cook	14	195	39,230	35,378	35,378	2,234	91	856	14.18	12.60	17.50	1,300
Food and beverage server	10	170	27,530	27,435	27,435	9,747	101	2,030	11.42	11.22	12.00	650

Summary Compensation Table (Market Median)

Canada - Recreation and Entertainment

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Food counter attendant	4	81	34,380	32,270	32,270	2,012	38	1,145	10.00	9.65	10.25	1,149
Front desk agent	4	5	22,295	22,295	22,295	*	63	409	12.75	12.00	14.00	850
Guest services attendant	13	161	42,932	34,744	34,744	2,326	36	383	12.13	12.13	13.33	1,228
Heritage interpreter	7	22	35,738	35,738	43,440	*	38	157	13.50	13.50	14.00	1,208
Host/hostess	7	103	55,671	43,784	43,784	2,849	21	149	17.50	14.42	18.03	1,300
Housekeeping room attendant	5	146	36,226	32,961	32,961	2,230	39	713	14.00	12.13	14.55	1,300
Janitor, caretaker or maintenance worker	8	23	40,257	35,212	35,212	2,043	73	445	14.81	14.00	18.28	500
Kitchen helper and related occupations	*	*	*	*	*	*	50	680	10.50	10.50	12.00	650
Landscaping and grounds maintenance labourer	7	17	45,000	41,500	60,000	*	53	464	13.00	12.00	17.75	300
Operator or attendant	7	25	38,302	32,396	32,396	*	121	2,876	10.00	10.00	10.50	500
Other customer/information services representative	3	3	*	*	*	*	12	35	12.00	11.50	13.50	100
Outdoor adventure guide	2	12	*	*	*	*	18	279	13.81	12.82	15.00	300
Passenger craft operator	1	1	*	*	*	*	6	14	13.00	13.00	14.00	*
Performing artists, athletes or related occupations	11	26	21,900	20,000	60,000	5,000	8	35	13.00	13.00	13.00	*
Program leader or instructor	18	32	35,000	33,000	41,000	686	81	1,141	12.00	11.87	17.00	*
Retail sales clerk	8	33	37,423	35,382	35,382	1,374	71	874	10.25	10.25	11.00	1,201
Safety or security officer	2	7	*	*	*	*	19	130	12.50	10.80	14.50	500
Sales representative or ticket agent	17	67	45,000	41,717	57,100	3,793	19	175	10.02	10.05	12.25	*
Sous chef	20	60	48,000	41,500	55,300	3,540	10	35	14.00	14.00	16.50	1,500
Support occupations in acc./travel/facility set-up (Excl. guest services)	5	12	28,034	25,787	25,787	*	10	34	12.00	13.00	16.00	*
Technical occupations in museums/galleries (Excl. interpreter)	14	39	59,688	52,321	59,688	*	30	90	12.39	12.00	13.50	*
Tour guide	5	9	19,555	19,555	19,555	*	73	403	11.25	11.00	14.00	1,000

Summary Compensation Table (Market Median)

Canada - Travel Services

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	103	201	62,000	55,000	70,000	22,000	22	31	16.00	16.00	20.80	3,500
Accommodation, travel, or related services supervisor	13	39	35,927	34,369	47,429	2,000	12	23	15.00	15.50	17.00	520
Director of sales and marketing	50	98	72,000	60,000	90,000	25,000	14	58	17.00	14.35	21.53	7,628
Guest services manager	10	11	40,000	38,000	50,000	5,000	7	9	16.92	15.00	17.92	*
Other manager, non-guest services	28	103	44,918	37,450	54,500	8,000	6	8	16.00	18.00	20.00	1,048
Recreation, sports or fitness program director	4	4	*	34,000	48,000	*	*	*	*	*	*	*
Retail trade manager (Excl. travel agency)	10	17	40,000	40,000	45,000	*	3	3	18.63	18.63	18.63	*
Travel agency manager	52	190	46,600	35,000	45,000	6,700	9	11	16.00	16.00	17.00	35,906
Advertising, marketing or public relations professionals	11	15	48,000	45,000	54,625	*	6	7	18.00	18.00	18.00	*
Casino occupations	*	*	*	*	*	*	3	55	11.70	11.70	15.22	400
Conference or event planner	4	4	41,000	39,000	45,000	*	2	2	*	*	*	*
Front desk agent	2	2	*	*	*	*	10	33	12.00	12.00	13.00	*
Guest services attendant	*	*	*	*	*	*	11	53	10.78	10.78	14.00	*
Operator or attendant	1	1	*	*	*	*	7	32	10.25	10.25	14.00	*
Other customer/information services representative	4	13	33,200	33,200	47,000	*	25	77	12.00	12.00	13.50	*
Outdoor adventure guide	2	3	*	*	*	*	7	86	14.00	14.00	20.00	*
Passenger craft operator	*	*	*	*	*	*	9	105	13.50	13.50	15.00	*
Program leader or instructor	7	11	2,160	23,000	2,160	*	3	9	13.00	13.00	17.00	*
Sales representative or ticket agent	23	111	35,000	33,072	55,000	5,000	11	94	11.00	11.00	16.77	17,000
Support occupations in acc./travel/facility set-up (Excl. guest services)	3	4	40,000	*	*	*	5	23	20.00	20.00	25.00	*
Tour guide	7	268	31,000	*	*	930	14	276	11.00	11.00	14.00	*
Travel counsellor	92	721	31,377	24,406	35,000	8,000	128	1,457	13.00	14.50	24.30	5,482

Summary Compensation Table (Market Median)

Canada - Alberta

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	57	92	36,000	36,000	42,000	10,000	3	3	*	*	*	*
Accommodation service manager	15	39	53,000	42,000	65,000	2,000	5	7	17.72	17.00	18.09	*
Accommodation, travel, or related services supervisor	3	10	50,000	50,000	60,000	*	10	24	25.00	25.00	25.00	*
Assistant manager	8	17	33,500	30,000	35,000	*	2	2	*	*	*	*
Conservator, curator, or museum/gallery manager	1	1	*	*	*	*	4	5	16.00	18.00	25.00	*
Director of sales and marketing	14	46	75,000	70,000	95,000	13,950	1	8	*	*	*	*
Executive chef	14	17	60,000	57,746	70,000	7,038	3	25	17.00	14.66	17.22	*
Executive housekeeper	13	41	44,000	42,000	45,000	500	6	15	18.88	16.44	19.49	*
Food and beverage service supervisor	3	3	*	49,731	52,760	*	17	95	13.25	13.00	14.00	200
Manager in performing arts	4	6	*	42,000	48,000	*	*	*	*	*	*	*
Other manager, non-guest services	16	34	43,669	40,000	43,669	5,000	9	10	14.00	12.00	14.00	*
Restaurant and food service manager	22	95	65,000	40,000	65,000	3,000	5	10	13.00	13.00	18.00	*
Superintendent maintenance / groundskeeper	11	12	60,000	53,830	70,000	4,264	6	36	14.00	12.00	15.50	*
Bartender	1	1	*	*	*	*	24	123	10.00	10.05	12.00	*
Cook	4	4	12,000	12,000	45,000	*	49	280	13.00	12.50	15.00	*
Food and beverage server	*	*	*	*	*	*	58	626	10.00	10.00	12.00	1,149
Food counter attendant	2	5	*	*	*	*	22	471	11.30	11.00	13.00	25
Front desk agent	*	*	*	*	*	*	39	255	14.00	13.50	16.00	500
Guest services attendant	*	*	*	*	*	*	9	57	25.00	22.00	28.00	*
Host/hostess	*	*	*	*	*	*	8	20	14.00	10.00	11.00	*
Housekeeping room attendant	2	2	*	*	*	*	46	610	14.00	13.50	15.00	500
Janitor, caretaker or maintenance worker	2	2	*	*	*	*	15	75	13.00	12.00	16.00	*
Kitchen helper and related occupations	1	3	*	*	*	*	26	164	12.50	11.50	13.00	*

Summary Compensation Table (Market Median)

Canada - Alberta

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	9	50	10.00	11.00	18.00	*
Operator or attendant	1	1	*	*	*	*	14	165	10.00	11.00	16.50	*
Other customer/information services representative	*	*	*	*	*	*	3	5	15.00	15.00	22.00	*
Outdoor adventure guide	1	10	*	*	*	*	4	94	30.00	20.00	40.00	*
Passenger craft operator	*	*	*	*	*	*	3	15	*	12.70	14.00	*
Program leader or instructor	3	3	*	41,000	*	*	9	91	15.27	15.00	22.00	*
Retail sales clerk	*	*	*	*	*	*	13	83	11.72	11.00	16.50	*
Sales representative or ticket agent	4	9	53,940	41,717	62,472	2,500	*	*	*	*	*	*
Sous chef	5	8	48,000	40,000	50,000	*	5	31	15.89	14.66	16.45	*
Support occupations in acc./travel/facility set-up (Excl. guest services)	*	*	*	*	*	*	4	23	12.00	12.00	12.00	*
Technical occupations in museums/galleries (Excl. interpreter)	*	*	*	*	*	*	3	4	24.06	*	*	*
Travel counsellor	6	51	32,000	*	*	30,750	12	47	13.00	12.00	15.83	4,584

Summary Compensation Table (Market Median)

Canada - British Columbia

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	124	289	40,000	40,000	50,000	2,500	16	27	18.00	12.50	15.00	62,000
Accommodation service manager	18	27	45,000	40,000	50,000	4,480	10	10	18.00	16.09	17.00	*
Accommodation, travel, or related services supervisor	9	25	35,927	75,000	110,000	*	8	17	16.00	16.50	17.00	*
Assistant manager	4	5	22,000	22,000	22,000	*	3	10	12.50	12.50	12.50	*
Conservator, curator, or museum/gallery manager	8	44	71,575	62,576	71,575	*	4	8	29.88	28.00	30.00	*
Director of sales and marketing	42	47	61,000	60,000	65,000	5,500	4	8	18.00	18.00	24.00	*
Executive chef	37	50	54,000	50,000	55,000	5,000	7	15	12.00	12.00	16.00	*
Executive housekeeper	18	21	41,600	41,600	45,000	1,200	17	25	15.00	13.00	17.00	1,000
Food and beverage service supervisor	11	32	39,333	30,995	48,394	3,390	33	126	17.75	17.75	17.75	1,700
Guest services manager	9	10	40,000	35,000	50,000	*	2	2	*	*	*	*
Manager in performing arts	2	2	*	*	*	*	3	3	13.00	13.00	13.00	*
Other manager, non-guest services	21	41	40,000	37,000	42,000	2,000	17	49	15.00	17.00	25.00	1,000
Recreation, sports or fitness program director	3	6	54,566	47,978	54,566	*	1	1	*	*	*	*
Restaurant and food service manager	37	73	48,000	45,000	55,000	1,500	12	21	10.50	12.00	15.00	*
Retail trade manager (Excl. travel agency)	3	3	40,000	40,000	55,000	*	3	3	22.00	21.00	25.00	*
Superintendent maintenance / groundskeeper	15	17	60,000	52,000	64,068	6,500	19	44	16.25	15.00	18.03	1,500
Travel agency manager	11	38	48,000	37,499	56,882	5,200	*	*	*	*	*	*
Advertising, marketing or public relations professionals	5	9	54,566	47,978	54,566	*	*	*	*	*	*	*
Bartender	*	*	*	*	*	*	44	192	11.00	10.25	14.00	650
Cook	1	1	*	*	*	*	97	726	13.25	12.00	16.50	500
Food and beverage server	*	*	*	*	*	*	101	1,329	10.25	10.25	13.25	450
Food counter attendant	*	*	*	*	*	*	30	295	10.50	10.25	12.42	150

Summary Compensation Table (Market Median)

Canada - British Columbia

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Front desk agent	1	4	*	*	*	*	84	517	12.75	12.00	14.00	500
Guest services attendant	1	1	*	*	*	*	16	135	12.11	11.00	13.19	*
Heritage interpreter	*	*	*	*	*	*	4	24	13.50	13.50	14.00	*
Host/hostess	*	*	*	*	*	*	24	96	10.25	10.25	11.34	*
Housekeeping room attendant	1	6	*	*	*	*	91	1,042	12.00	11.00	13.19	650
Janitor, caretaker or maintenance worker	2	2	*	*	*	*	19	129	14.00	14.00	35.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	46	226	13.70	13.70	14.00	*
Landscaping and grounds maintenance labourer	4	10	45,000	41,500	48,581	*	28	167	14.79	14.00	24.75	500
Operator or attendant	1	1	*	*	*	*	21	591	10.25	10.25	12.90	*
Other customer/information services representative	1	1	*	*	*	*	4	12	13.00	11.00	16.50	*
Outdoor adventure guide	1	2	*	*	*	*	10	170	12.00	12.00	15.00	500
Passenger craft operator	*	*	*	*	*	*	4	45	17.50	16.00	20.00	*
Performing artists, athletes or related occupations	4	8	40,000	45,000	50,000	5,000	2	4	*	*	*	*
Program leader or instructor	2	2	*	*	*	*	12	369	12.00	11.00	18.00	*
Retail sales clerk	*	*	*	*	*	*	26	287	10.25	10.25	12.90	350
Sales representative or ticket agent	10	36	42,016	37,000	55,307	3,793	8	46	10.25	10.25	13.00	*
Sous chef	21	52	40,685	35,000	48,070	2,500	16	27	17.00	15.00	20.00	3,540
Support occupations in acc./travel/facility set-up (Excl. guest services)	1	1	*	*	*	*	3	15	*	13.00	16.00	*
Technical occupations in museums/galleries (Excl. interpreter)	4	17	65,340	57,183	65,340	*	3	5	13.50	13.50	13.50	*
Tour guide	1	4	*	*	*	*	7	63	11.00	15.00	20.00	*
Travel counsellor	12	114	32,827	20,000	39,000	11,800	27	174	14.00	14.00	17.13	315

Summary Compensation Table (Market Median)

Canada - Manitoba

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	37	45	50,000	50,000	60,000	6,000	9	18	15.00	14.00	17.00	6,000
Director of sales and marketing	4	4	29,120	29,120	39,130	*	1	2	*	*	*	*
Food and beverage service supervisor	*	*	*	*	*	*	10	38	15.00	14.00	17.00	*
Manager in performing arts	3	13	45,000	40,000	62,000	*	*	*	*	*	*	*
Other manager, non-guest services	6	7	35,000	30,000	38,200	*	7	13	12.50	12.00	14.50	1,000
Restaurant and food service manager	4	10	35,000	35,000	50,000	3,000	5	9	13.00	12.00	16.60	*
Superintendent maintenance / groundskeeper	1	1	*	*	*	*	3	22	*	15.00	15.00	*
Travel agency manager	3	5	45,000	*	*	*	*	*	*	*	*	*
Bartender	*	*	*	*	*	*	11	43	10.25	10.25	10.25	*
Cook	1	1	*	*	*	*	27	162	11.50	10.75	13.00	700
Delivery and courier service	*	*	*	*	*	*	4	19	11.50	10.25	13.00	*
Food and beverage server	1	2	*	*	*	*	28	323	10.25	10.25	10.25	*
Food counter attendant	*	*	*	*	*	*	10	71	11.50	10.00	14.50	*
Front desk agent	*	*	*	*	*	*	15	72	11.85	11.35	14.44	*
Heritage interpreter	*	*	*	*	*	*	4	8	11.00	11.00	11.00	*
Host/hostess	*	*	*	*	*	*	6	29	10.25	10.25	10.50	*
Housekeeping room attendant	*	*	*	*	*	*	15	110	11.07	10.38	12.77	100
Janitor, caretaker or maintenance worker	1	1	*	*	*	*	10	34	13.86	13.86	16.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	11	57	11.00	11.00	11.00	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	6	8	16.00	12.55	15.00	*
Operator or attendant	*	*	*	*	*	*	7	38	*	13.84	17.39	*
Retail sales clerk	*	*	*	*	*	*	3	5	*	12.00	12.00	*
Sales representative or ticket agent	3	6	35,000	35,000	55,000	1,000	3	50	*	11.00	31.25	*
Technical occupations in museums/ galleries (Excl. interpreter)	*	*	*	*	*	*	3	5	11.90	11.90	11.90	*
Travel counsellor	8	35	30,000	27,000	45,000	30,000	6	20	12.50	11.22	13.75	7,200

Summary Compensation Table (Market Median)

Canada - New Brunswick

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	18	23	35,000	35,000	44,000	2,000	3	3	*	19.62	19.62	*
Accommodation service manager	3	9	37,000	31,000	38,000	*	2	5	*	*	*	*
Accommodation, travel, or related services supervisor	*	*	*	*	*	*	4	16	11.25	10.13	11.25	*
Director of sales and marketing	4	7	37,000	37,000	40,000	15,000	1	1	*	*	*	*
Executive chef	3	3	50,000	40,000	50,000	*	1	4	*	*	*	*
Executive housekeeper	4	8	34,000	31,000	40,000	*	1	1	*	*	*	*
Food and beverage service supervisor	2	2	*	*	*	*	3	13	11.00	11.00	12.00	*
Restaurant and food service manager	4	6	48,000	41,000	48,000	*	2	11	*	*	*	*
Superintendent maintenance / groundskeeper	3	4	45,000	40,000	50,000	*	4	11	13.50	12.00	16.00	*
Cook	*	*	*	*	*	*	10	52	12.00	10.00	12.00	*
Food and beverage server	*	*	*	*	*	*	16	125	10.00	10.00	10.28	*
Food counter attendant	*	*	*	*	*	*	8	122	10.00	10.00	11.00	*
Front desk agent	*	*	*	*	*	*	18	74	11.95	11.00	12.50	*
Guest services attendant	*	*	*	*	*	*	6	29	11.35	10.00	12.00	*
Host/hostess	1	1	*	*	*	*	5	14	12.57	11.31	12.57	*
Housekeeping room attendant	*	*	*	*	*	*	22	184	11.25	10.21	11.34	150
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	3	9	*	14.42	16.02	*
Kitchen helper and related occupations	*	*	*	*	*	*	6	22	11.74	10.57	11.95	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	6	19	13.10	13.10	13.10	*
Program leader or instructor	*	*	*	*	*	*	4	6	16.25	16.25	17.60	*
Sales representative or ticket agent	3	21	21,000	21,000	60,000	*	1	3	*	*	*	*
Sous chef	4	7	35,922	32,332	35,922	*	1	3	*	*	*	*
Tour guide	1	1	*	*	*	*	7	27	10.00	10.00	11.00	*
Travel counsellor	2	6	*	*	*	*	5	18	11.00	9.50	13.42	7,309

Summary Compensation Table (Market Median)

Canada - Newfoundland and Labrador

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	21	23	45,000	43,000	48,000	5,000	9	9	10.75	12.00	12.00	*
Accommodation service manager	3	4	40,000	38,000	44,000	*	*	*	*	*	*	*
Director of sales and marketing	4	4	48,000	45,000	55,000	*	*	*	*	*	*	*
Executive chef	4	4	32,000	35,000	42,000	4,000	1	1	*	*	*	*
Food and beverage service supervisor	*	*	*	*	*	*	4	15	12.00	11.00	14.50	4,000
Manager in performing arts	3	5	26,000	26,000	26,000	*	1	1	*	*	*	*
Other manager, non-guest services	4	4	40,000	40,000	40,000	*	2	3	*	*	*	*
Superintendent maintenance / groundskeeper	*	*	*	*	*	*	3	5	14.00	12.50	15.00	*
Bartender	*	*	*	*	*	*	10	35	10.50	10.50	12.00	*
Cook	*	*	*	*	*	*	12	56	11.03	11.03	11.59	187
Food and beverage server	*	*	*	*	*	*	11	67	10.61	10.61	10.61	750
Food counter attendant	*	*	*	*	*	*	6	48	10.50	10.50	11.50	*
Front desk agent	*	*	*	*	*	*	13	61	13.00	11.00	15.25	500
Heritage interpreter	*	*	*	*	*	*	3	10	18.30	16.96	18.30	*
Housekeeping room attendant	*	*	*	*	*	*	15	114	12.12	12.12	15.37	1,350
Kitchen helper and related occupations	*	*	*	*	*	*	5	31	11.03	11.03	11.59	*
Operator or attendant	1	7	*	*	*	*	3	8	12.00	12.00	13.00	*
Tour guide	*	*	*	*	*	*	6	28	14.00	14.00	15.00	*
Travel counsellor	1	5	*	*	*	*	4	30	18.64	18.64	24.30	18,500

Summary Compensation Table (Market Median)

Canada - Nova Scotia

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	27	41	30,000	30,000	49,000	*	6	6	35.13	18.00	20.00	*
Accommodation service manager	14	24	32,000	30,000	42,000	1,300	3	22	12.02	15.38	15.38	*
Accommodation, travel, or related services supervisor	2	5	*	*	*	*	4	8	19.00	19.00	22.00	*
Assistant manager	1	2	*	*	*	*	4	5	12.00	12.00	12.00	*
Conservator, curator, or museum/gallery manager	3	3	25,500	*	*	*	1	2	*	*	*	*
Director of sales and marketing	9	12	52,319	50,000	60,000	*	1	1	*	*	*	*
Executive chef	7	10	42,000	36,000	50,000	*	4	4	14.00	14.00	16.00	*
Executive housekeeper	8	12	32,322	29,257	40,000	850	3	7	14.50	12.50	16.00	*
Food and beverage service supervisor	4	10	37,000	37,000	37,000	1,550	6	8	12.00	12.00	14.00	*
Other manager, non-guest services	6	15	35,700	35,700	35,700	*	2	2	*	*	*	*
Restaurant and food service manager	6	11	47,000	45,000	50,000	4,000	5	12	15.00	15.00	15.00	*
Superintendent maintenance / groundskeeper	5	6	50,000	50,000	55,000	*	7	23	14.50	12.82	16.00	*
Bartender	*	*	*	*	*	*	13	58	10.15	10.15	10.15	650
Cook	2	5	*	*	*	*	19	131	11.75	10.15	14.00	*
Food and beverage server	*	*	*	*	*	*	31	282	10.15	10.15	10.25	450
Food counter attendant	*	*	*	*	*	*	4	21	10.15	10.15	10.15	*
Front desk agent	1	3	*	*	*	*	32	139	11.00	10.50	12.50	1,000
Guest services attendant	*	*	*	*	*	*	10	59	12.70	10.75	12.65	*
Heritage interpreter	*	*	*	*	*	*	5	25	15.73	14.80	16.11	*
Host/hostess	*	*	*	*	*	*	8	23	10.50	10.00	12.00	*
Housekeeping room attendant	*	*	*	*	*	*	42	326	11.17	11.00	12.00	490
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	8	21	12.00	12.00	13.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	8	32	10.15	9.65	10.50	*
Landscaping and grounds maintenance labourer	2	2	*	*	*	*	8	17	11.00	11.00	13.33	*

Summary Compensation Table (Market Median)

Canada - Nova Scotia

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Outdoor adventure guide	*	*	*	*	*	*	3	14	*	10.00	15.00	*
Retail sales clerk	*	*	*	*	*	*	3	9	11.00	10.50	10.50	*
Sales representative or ticket agent	6	32	42,000	30,000	55,000	3,000	1	3	*	*	*	*
Sous chef	6	10	40,000	35,000	50,000	*	4	5	14.00	12.00	16.00	*

Summary Compensation Table (Market Median)

Canada - Ontario

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Assistant general manager/director	4	4	70,000	70,000	70,000	*	*	*	*	*	*	*
General manager/director	144	222	50,909	50,000	68,000	4,500	26	33	15.50	14.42	16.00	1,500
Accommodation service manager	16	20	36,000	35,000	40,000	5,000	5	6	18.50	16.00	21.00	*
Accommodation, travel, or related services supervisor	9	41	35,000	35,000	35,000	*	9	28	13.00	13.00	15.00	*
Assistant manager	3	32	33,500	29,000	34,000	*	7	10	17.00	14.00	17.00	*
Conservator, curator, or museum/gallery manager	8	8	40,000	40,000	40,000	*	3	3	*	*	*	*
Director of sales and marketing	40	52	60,000	56,000	75,000	15,000	3	24	*	*	*	*
Executive chef	25	54	52,000	48,000	60,000	2,000	2	2	*	*	*	*
Executive housekeeper	15	17	50,000	40,000	50,000	5,600	8	13	14.70	14.33	14.70	*
Food and beverage service supervisor	10	29	43,422	41,500	62,300	3,474	29	287	13.00	10.75	14.50	250
Guest services manager	5	5	57,400	57,400	58,654	*	2	2	*	*	*	*
Manager in performing arts	4	6	40,000	40,000	45,000	*	1	5	*	*	*	*
Other manager, non-guest services	37	57	40,000	40,000	47,429	2,000	14	77	16.00	16.00	20.00	*
Recreation, sports or fitness program director	8	16	43,068	43,068	48,668	*	4	5	16.40	13.96	16.40	*
Restaurant and food service manager	30	103	50,000	33,800	60,709	2,566	7	20	15.00	15.00	19.00	*
Retail trade manager (Excl. travel agency)	6	11	37,080	37,080	37,080	*	1	1	*	*	*	*
Superintendent maintenance / groundskeeper	13	18	53,560	47,000	60,000	1,500	17	31	13.00	13.00	18.00	200
Travel agency manager	16	75	46,600	36,000	50,000	9,000	2	3	*	*	*	*
Advertising, marketing or public relations professionals	6	6	45,000	45,000	50,000	*	5	11	10.25	10.25	10.25	*
Bartender	*	*	*	*	*	*	51	381	12.82	8.90	10.68	650
Conference or event planner	2	2	*	*	*	*	3	3	10.25	10.25	12.00	*
Cook	10	16	30,000	30,000	50,000	1,300	109	783	14.76	11.00	13.00	650

Summary Compensation Table (Market Median)

Canada - Ontario

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Food and beverage server	3	18	*	*	*	*	129	1,700	11.19	9.50	10.68	500
Food counter attendant	*	*	*	*	*	*	42	1,573	10.25	10.25	12.50	62
Front desk agent	2	3	*	*	*	*	66	287	12.55	12.00	14.25	650
Guest services attendant	*	*	*	*	*	*	15	155	12.13	12.08	13.52	650
Heritage interpreter	*	*	*	*	*	*	3	14	10.25	10.25	13.56	*
Host/hostess	*	*	*	*	*	*	32	216	13.82	9.60	11.52	50
Housekeeping room attendant	3	9	11,250	11,250	17,500	*	69	795	13.00	12.13	15.00	650
Janitor, caretaker or maintenance worker	3	7	*	*	*	*	24	154	16.00	15.68	18.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	64	712	11.00	11.00	12.31	100
Landscaping and grounds maintenance labourer	4	9	40,000	35,000	63,034	*	27	136	13.00	11.00	16.20	1,300
Operator or attendant	2	4	*	*	*	*	34	1,339	10.00	9.60	10.25	*
Other customer/information services representative	2	4	*	*	*	*	5	15	10.25	10.25	10.25	*
Passenger craft operator	1	1	*	*	*	*	3	6	*	13.50	13.50	*
Performing artists, athletes or related occupations	2	6	*	*	*	*	3	20	13.00	13.00	13.00	*
Program leader or instructor	6	16	32,000	32,000	41,000	*	23	246	12.25	13.00	16.00	*
Retail sales clerk	2	2	*	*	*	*	30	592	10.25	10.25	12.00	*
Safety or security officer	*	*	*	*	*	*	5	38	15.00	15.00	20.00	*
Sales representative or ticket agent	19	76	45,000	43,500	70,000	7,315	8	68	9.60	9.60	12.25	*
Sous chef	19	48	45,567	41,500	55,131	4,021	6	15	12.00	12.00	16.00	*
Support occupations in acc./travel/facility set-up (Excl. guest services)	*	*	*	*	*	*	11	27	12.00	12.00	12.00	*
Technical occupations in museums/galleries (Excl. interpreter)	3	3	34,000	34,000	35,000	*	7	11	11.00	11.00	11.00	*
Tour guide	3	116	31,000	*	*	*	7	27	10.50	12.00	15.00	*
Travel counsellor	35	303	30,700	24,406	34,052	7,000	28	913	13.10	14.50	26.00	6,473

Summary Compensation Table (Market Median)

Canada - Prince Edward Island

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	16	22	39,500	35,000	45,000	3,500	3	47	16.00	16.00	16.00	*
Executive chef	3	3	30,000	30,000	42,000	*	1	44	*	*	*	*
Food and beverage service supervisor	1	2	*	*	*	*	6	58	11.00	11.00	11.00	*
Other manager, non-guest services	7	39	32,000	32,000	60,000	1,000	*	*	*	*	*	*
Superintendent maintenance / groundskeeper	2	2	*	*	*	*	4	9	12.65	12.65	17.00	*
Bartender	*	*	*	*	*	*	3	51	10.00	10.00	10.00	*
Casino occupations	1	1	*	*	*	*	4	25	11.51	11.51	14.07	665
Cook	2	3	*	*	*	*	18	118	13.50	12.00	13.50	765
Food and beverage server	*	*	*	*	*	*	17	231	10.00	10.00	10.00	*
Front desk agent	*	*	*	*	*	*	11	46	11.00	11.00	12.00	*
Housekeeping room attendant	*	*	*	*	*	*	11	58	10.00	10.00	12.00	*
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	5	33	12.39	12.39	12.39	*
Kitchen helper and related occupations	*	*	*	*	*	*	9	74	10.00	10.00	10.00	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	4	78	12.00	12.00	18.00	*
Operator or attendant	1	7	*	*	*	*	7	103	10.00	10.00	10.00	*
Program leader or instructor	1	4	*	*	*	*	4	48	11.50	10.50	13.50	*
Retail sales clerk	*	*	*	*	*	*	4	49	11.51	11.51	14.07	665
Safety or security officer	2	7	*	*	*	*	4	35	15.23	15.23	18.61	880
Tour guide	*	*	*	*	*	*	3	14	*	11.00	14.00	*
Travel counsellor	2	26	*	*	*	*	3	13	9.50	9.50	10.50	*

Summary Compensation Table (Market Median)

Canada - Quebec

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Assistant general manager/director	10	10	38,000	38,000	64,563	7,000	6	8	17.00	17.25	17.25	*
General manager/director	117	288	50,000	52,000	66,000	5,000	66	110	15.00	15.00	20.00	5,000
Accommodation service manager	27	61	50,000	45,000	55,000	4,000	13	18	15.00	15.00	17.39	*
Accommodation, travel, or related services supervisor	15	61	70,682	61,402	72,238	2,972	8	18	16.43	15.36	18.22	*
Assistant manager	*	*	*	*	*	*	3	3	10.00	10.00	14.00	*
Conservator, curator, or museum/gallery manager	5	5	42,000	*	49,000	*	5	5	18.00	16.00	21.00	*
Director of sales and marketing	51	190	120,000	120,000	140,000	10,087	14	24	17.55	16.95	21.19	1,990
Executive chef	37	91	52,780	40,000	42,000	2,000	18	22	17.00	17.00	17.00	2,000
Executive housekeeper	9	10	41,000	35,000	46,872	15,000	8	13	13.00	13.00	13.00	*
Food and beverage service supervisor	16	49	47,000	47,000	50,000	4,868	8	12	18.00	10.00	16.00	7,000
Guest services manager	5	6	43,000	39,494	71,808	*	11	14	13.75	13.69	16.00	*
Other manager, non-guest services	36	125	36,000	36,000	60,000	4,046	29	49	16.00	15.00	17.00	*
Recreation, sports or fitness program director	5	5	39,494	39,494	43,000	*	3	3	16.00	16.00	16.32	*
Restaurant and food service manager	25	51	39,927	35,006	36,000	2,288	11	18	18.50	17.00	20.00	2,000
Retail trade manager (Excl. travel agency)	4	8	*	24,570	48,000	*	8	16	12.69	12.69	14.10	*
Superintendent maintenance / groundskeeper	15	35	60,610	55,058	64,771	4,474	28	57	13.17	12.76	19.23	*
Travel agency manager	11	45	45,000	55,000	55,000	6,700	4	7	12.00	11.00	14.00	*
Advertising, marketing or public relations professionals	4	6	*	30,000	45,000	*	5	5	32.02	18.00	32.02	*
Bartender	6	46	31,708	31,595	31,595	5,347	46	340	8.55	8.55	8.55	4,911
Casino occupations	*	*	*	*	*	*	4	14	9.50	9.50	9.92	*
Cook	15	210	39,230	35,378	35,378	2,234	91	508	11.00	10.50	14.00	15,000
Delivery and courier service	*	*	*	*	*	*	14	50	9.90	9.90	9.90	5,000

Summary Compensation Table (Market Median)

Canada - Quebec

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Food and beverage server	11	162	27,233	27,144	27,435	9,747	116	1,105	8.55	8.55	8.55	10,000
Food counter attendant	4	81	34,380	32,270	32,270	2,012	19	221	9.90	9.90	14.00	923
Front desk agent	7	15	40,000	40,000	50,000	*	112	504	12.00	12.00	14.47	400
Guest services attendant	12	157	42,932	28,000	34,744	2,326	40	242	13.24	13.24	13.33	1,228
Heritage interpreter	3	6	39,000	25,000	46,000	*	7	10	12.00	12.00	14.00	*
Host/hostess	9	100	55,671	42,994	43,328	2,849	32	133	9.90	9.90	12.00	2,400
Housekeeping room attendant	9	185	36,226	32,961	32,961	2,230	99	719	13.20	13.20	14.25	1,802
Janitor, caretaker or maintenance worker	5	20	40,257	35,212	35,212	2,043	46	216	14.43	13.46	15.47	200
Kitchen helper and related occupations	2	7	*	*	*	*	72	328	9.90	9.90	12.00	300
Landscaping and grounds maintenance labourer	1	1	*	*	*	*	32	99	12.70	11.00	15.99	*
Operator or attendant	3	8	38,302	32,396	32,396	*	41	661	12.00	10.00	20.00	500
Other customer/information services representative	5	12	33,200	33,200	39,650	*	20	66	12.00	11.50	13.50	*
Outdoor adventure guide	2	3	*	*	*	*	7	64	12.00	12.00	14.50	*
Passenger craft operator	*	*	*	*	*	*	3	8	9.90	9.90	9.90	*
Performing artists, athletes or related occupations	1	2	*	*	*	*	3	4	*	11.50	11.50	*
Program leader or instructor	6	9	37,000	33,000	38,000	*	36	461	10.50	11.80	15.25	*
Retail sales clerk	5	32	38,000	35,382	35,382	1,374	13	111	10.00	10.00	10.50	*
Safety or security officer	*	*	*	*	*	*	13	90	10.80	10.80	14.50	*
Sales representative or ticket agent	20	103	37,000	38,000	45,000	25,000	20	107	11.00	11.00	13.68	*
Sous chef	16	30	36,425	38,000	45,000	4,000	21	43	15.00	15.00	17.00	1,000
Support occupations in acc./travel/facility set-up (Excl. guest services)	5	12	28,034	25,787	25,787	*	11	61	14.44	13.00	14.50	*
Technical occupations in museums/galleries (Excl. interpreter)	3	4	30,000	30,000	41,000	*	4	14	11.50	11.50	11.50	*
Tour guide	7	156	21,000	27,500	36,000	630	50	364	11.50	11.00	14.00	1,500
Travel counsellor	21	160	32,000	23,400	40,000	20,000	34	245	13.00	10.25	15.53	5,118

Summary Compensation Table (Market Median)

Canada - Saskatchewan

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	35	104	115,000	115,000	145,000	6,000	6	13	16.70	10.00	16.00	*
Accommodation service manager	4	4	50,166	42,640	57,689	*	3	5	12.00	12.00	15.00	*
Assistant manager	2	2	*	*	*	*	3	5	12.50	12.50	17.00	*
Conservator, curator, or museum/gallery manager	6	10	57,541	57,541	65,389	*	*	*	*	*	*	*
Director of sales and marketing	6	20	100,000	75,000	100,000	35,000	1	1	*	*	*	*
Executive chef	4	5	45,000	45,000	52,000	4,000	2	9	*	*	*	*
Executive housekeeper	4	5	40,000	30,000	57,689	10,000	3	3	14.00	14.00	14.00	*
Food and beverage service supervisor	3	6	34,904	32,240	44,928	*	5	23	15.00	12.45	15.00	*
Other manager, non-guest services	8	15	53,729	53,729	68,120	6,000	4	18	11.50	11.50	13.00	*
Restaurant and food service manager	7	15	30,000	30,000	42,500	5,000	6	10	16.00	15.00	16.00	*
Superintendent maintenance / groundskeeper	6	6	45,000	40,000	59,820	1,000	4	4	16.00	16.00	16.45	*
Travel agency manager	6	9	40,000	40,000	45,000	*	*	*	*	*	*	*
Bartender	1	1	*	*	*	*	16	59	10.00	10.00	12.00	*
Cook	2	9	*	*	*	*	27	148	12.75	12.00	16.00	1,200
Food and beverage server	*	*	*	*	*	*	28	397	10.04	10.00	12.76	100
Food counter attendant	1	2	*	*	*	*	8	48	10.50	10.50	17.00	*
Front desk agent	1	1	*	*	*	*	16	67	11.92	11.14	14.00	720
Heritage interpreter	3	15	35,738	35,738	43,440	*	4	16	*	10.00	12.00	*
Host/hostess	1	10	*	*	*	*	5	27	14.55	12.00	14.55	*
Housekeeping room attendant	*	*	*	*	*	*	16	119	11.31	10.75	12.75	300
Janitor, caretaker or maintenance worker	1	1	*	*	*	*	8	24	13.85	13.00	14.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	11	78	12.00	11.00	14.00	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	3	34	*	12.00	15.00	*
Operator or attendant	*	*	*	*	*	*	5	11	16.00	16.00	16.37	*

Summary Compensation Table (Market Median)

Canada - Saskatchewan

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Other customer/information services representative	*	*	*	*	*	*	3	13	10.00	10.00	13.00	*
Passenger craft operator	*	*	*	*	*	*	3	7	20.00	20.00	25.00	*
Performing artists, athletes or related occupations	3	3	36,000	*	*	*	1	1	*	*	*	*
Program leader or instructor	2	2	*	*	*	*	9	73	12.00	12.00	15.35	*
Retail sales clerk	2	5	*	*	*	*	10	35	13.15	12.00	13.47	*
Sales representative or ticket agent	4	9	47,109	40,044	66,000	1,000	*	*	*	*	*	*
Technical occupations in museums/galleries (Excl. interpreter)	2	3	*	*	*	*	4	23	15.00	15.00	17.00	*
Travel counsellor	5	19	22,000	22,000	30,279	2,500	5	11	12.50	9.50	13.35	4,551

Summary Compensation Table (Market Median)

Canada - Yukon Territory

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	16	18	65,000	63,000	72,000	10,000	4	6	20.00	18.00	25.00	*
Accommodation service manager	5	7	48,100	40,000	49,210	*	1	1	*	*	*	*
Accommodation, travel, or related services supervisor	2	3	*	*	*	*	3	9	15.50	15.50	17.50	*
Director of sales and marketing	5	6	56,082	60,000	90,000	*	*	*	*	*	*	*
Executive chef	3	4	50,000	50,000	50,000	*	1	1	*	*	*	*
Executive housekeeper	3	3	47,132	47,132	47,132	*	2	2	*	*	*	*
Food and beverage service supervisor	*	*	*	*	*	*	4	10	12.50	12.50	14.50	*
Other manager, non-guest services	3	6	51,948	51,948	51,948	*	2	2	*	*	*	*
Restaurant and food service manager	5	10	35,000	35,000	55,000	6,000	2	4	*	*	*	*
Superintendent maintenance / groundskeeper	4	4	70,000	50,000	70,000	*	4	5	18.00	16.00	20.00	*
Bartender	*	*	*	*	*	*	8	20	11.00	11.00	14.27	20,000
Casino occupations	*	*	*	*	*	*	3	55	11.70	11.70	15.22	400
Cook	*	*	*	*	*	*	18	78	13.00	13.00	16.00	17,400
Food and beverage server	*	*	*	*	*	*	16	98	10.30	10.30	13.02	*
Food counter attendant	*	*	*	*	*	*	7	98	11.25	11.25	13.25	*
Front desk agent	*	*	*	*	*	*	14	51	13.00	12.50	16.00	*
Heritage interpreter	1	1	*	*	*	*	4	18	25.00	25.00	28.00	*
Host/hostess	*	*	*	*	*	*	4	24	15.00	12.00	18.00	*
Housekeeping room attendant	1	1	*	*	*	*	15	92	14.00	13.00	16.00	*
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	5	14	14.70	14.70	18.12	*
Kitchen helper and related occupations	*	*	*	*	*	*	5	29	11.33	10.30	13.00	*
Sous chef	1	2	*	*	*	*	3	4	10.30	10.30	16.00	*
Travel counsellor	*	*	*	*	*	*	3	10	15.00	15.00	15.00	*

Summary Compensation Table (Market Median)

Canada - Non Union

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Assistant general manager/director	22	22	38,000	38,000	64,563	2,000	8	10	17.00	17.25	17.25	150
General manager/director	603	1,157	45,000	45,000	57,000	4,000	150	274	15.00	15.00	18.00	5,000
Accommodation service manager	108	211	42,000	40,000	52,000	4,000	43	75	13.50	15.00	16.00	500
Accommodation, travel, or related services supervisor	37	130	65,847	55,411	65,187	2,972	37	86	15.00	15.00	17.00	1,000
Assistant manager	22	66	33,500	29,000	34,000	500	25	37	12.50	12.50	14.00	1,800
Conservator, curator, or museum/gallery manager	28	31	40,000	40,000	48,000	200	18	23	19.50	18.00	21.00	*
Director of sales and marketing	170	372	90,000	80,000	100,000	10,000	27	69	17.30	14.35	21.53	5,833
Executive chef	138	242	52,000	44,000	52,497	2,000	40	127	17.00	14.66	17.22	2,000
Executive housekeeper	75	119	41,000	40,000	46,000	2,000	46	88	15.00	13.00	16.00	1,000
Food and beverage service supervisor	49	132	41,593	38,100	48,394	3,474	117	656	13.25	11.00	15.00	250
Guest services manager	21	23	45,000	39,494	55,000	4,639	20	23	15.00	15.00	16.00	*
Manager in performing arts	17	33	45,000	40,000	60,000	3,000	6	31	10.65	10.65	10.65	*
Other manager, non-guest services	142	336	40,000	36,000	48,965	4,000	83	217	12.50	15.00	17.00	150
Recreation, sports or fitness program director	19	28	43,000	43,068	48,668	872	10	11	15.00	13.96	16.32	*
Restaurant and food service manager	140	361	50,000	35,000	60,000	2,566	56	117	15.00	15.00	16.00	600
Retail trade manager (Excl. travel agency)	16	25	38,000	37,080	40,000	2,300	9	13	14.33	14.33	15.50	*
Superintendent maintenance / groundskeeper	73	102	59,820	53,560	61,350	4,474	79	179	14.00	12.76	16.00	600
Travel agency manager	53	191	46,600	37,499	50,000	6,700	10	15	12.00	11.00	14.00	35,906
Advertising, marketing or public relations professionals	18	23	40,000	35,000	50,000	300	11	17	10.25	10.25	10.25	500
Bartender	2	2	*	*	*	*	177	997	10.00	9.00	10.68	650
Casino occupations	1	1	*	*	*	*	8	55	10.00	10.00	12.00	665
Conference or event planner	5	12	*	55,000	70,000	*	6	7	15.00	15.00	19.00	*
Cook	31	68	30,000	30,000	42,000	1,300	408	2,480	12.00	11.00	14.00	1,000

Summary Compensation Table (Market Median)

Canada - Non Union

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Delivery and courier service	1	1	*	*	*	*	21	81	9.90	9.90	9.95	5,000
Food and beverage server	8	30	15,561	15,561	33,000	33,600	474	4,976	10.15	9.50	10.68	650
Food counter attendant	3	7	*	30,000	42,000	*	145	2,821	10.25	10.25	12.50	62
Front desk agent	10	20	30,000	29,500	32,000	*	352	1,731	12.00	12.00	14.00	500
Guest services attendant	4	6	40,578	34,744	34,744	*	76	471	12.13	12.00	13.52	800
Heritage interpreter	5	11	44,027	25,000	47,450	*	31	123	13.00	12.00	14.00	1,208
Host/hostess	6	19	50,000	50,000	65,000	*	101	478	11.00	10.00	11.52	50
Housekeeping room attendant	12	58	65,000	65,000	72,000	2,500	353	2,851	12.02	11.50	14.00	650
Janitor, caretaker or maintenance worker	12	19	32,000	32,000	32,000	3,000	98	448	14.00	14.00	17.51	500
Kitchen helper and related occupations	3	10	26,000	24,000	30,000	*	219	1,421	10.85	10.50	13.00	100
Landscaping and grounds maintenance labourer	10	19	42,000	40,000	60,000	2,646	101	442	13.00	11.00	16.20	300
Operator or attendant	8	21	38,302	30,000	32,396	*	109	2,769	10.00	9.90	10.25	500
Other customer/information services representative	8	11	40,000	40,000	55,000	*	35	109	10.25	10.25	13.00	100
Outdoor adventure guide	5	21	50,000	40,000	80,000	*	25	365	13.91	12.82	15.35	300
Passenger craft operator	1	1	*	*	*	*	19	135	13.50	13.50	15.00	*
Performing artists, athletes or related occupations	11	20	36,000	20,000	80,000	5,000	11	40	13.00	13.00	13.00	*
Program leader or instructor	25	43	35,000	32,000	41,000	686	83	1,223	11.80	11.80	17.00	*
Retail sales clerk	6	14	38,000	37,492	47,450	*	98	1,145	10.25	10.25	12.25	665
Safety or security officer	2	7	*	*	*	*	23	147	14.00	13.00	17.50	500
Sales representative or ticket agent	70	298	42,016	37,000	55,307	6,250	37	271	10.25	10.25	12.25	17,000
Sous chef	74	163	40,685	38,000	46,000	4,000	54	124	15.50	14.66	16.45	1,000
Support occupations in acc./travel/facility set-up (Excl. guest services)	5	7	26,000	26,000	26,000	*	22	88	12.00	12.00	12.00	*
Technical occupations in museums/galleries (Excl. interpreter)	8	10	33,000	33,000	35,000	*	25	69	11.90	11.50	12.39	*
Tour guide	11	276	21,000	19,555	19,555	630	86	663	11.00	11.00	14.00	1,500
Travel counsellor	91	718	31,377	24,406	35,000	8,000	123	1,441	13.17	14.00	17.13	3,249

Summary Compensation Table (Market Median)

Canada - Union

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	10	10	45,000	43,000	48,000	*	1	1	*	*	*	*
Accommodation, travel, or related services supervisor	8	32	35,000	35,000	35,000	*	15	49	16.43	16.43	18.22	*
Conservator, curator, or museum/gallery manager	8	47	71,575	62,576	71,575	*	2	5	*	*	*	*
Director of sales and marketing	10	16	45,500	42,815	50,200	*	2	3	*	*	*	*
Executive housekeeper	2	2	*	*	*	*	7	12	14.25	14.33	14.25	*
Food and beverage service supervisor	1	1	*	*	*	*	8	29	18.50	17.83	18.50	*
Other manager, non-guest services	6	12	59,688	52,321	59,688	*	4	7	23.50	23.50	23.50	*
Restaurant and food service manager	5	22	39,927	35,006	35,006	*	*	*	*	*	*	*
Retail trade manager (Excl. travel agency)	1	1	*	*	*	*	5	9	12.69	12.69	14.10	*
Superintendent maintenance / groundskeeper	3	3	42,297	42,151	42,151	*	23	68	16.75	17.59	21.10	*
Advertising, marketing or public relations professionals	2	6	*	*	*	*	4	5	32.02	24.59	32.02	*
Bartender	6	46	31,708	31,595	31,595	5,347	52	308	16.08	15.29	17.19	4,911
Casino occupations	*	*	*	*	*	*	5	60	9.92	9.92	9.92	400
Cook	6	181	39,230	35,378	35,378	2,234	69	562	13.79	13.50	16.90	5,000
Food and beverage server	7	152	27,233	27,435	27,435	9,747	78	1,307	11.42	11.42	11.42	5,384
Food counter attendant	4	81	34,380	32,270	32,270	2,012	14	162	18.03	16.88	16.88	923
Front desk agent	2	6	*	*	*	*	72	342	13.20	13.16	16.00	400
Guest services attendant	11	156	42,932	27,685	27,685	2,326	24	214	14.30	13.31	13.33	1,228
Heritage interpreter	2	11	*	*	*	*	7	34	13.94	13.94	13.94	*
Host/hostess	6	93	55,671	43,328	43,328	2,849	26	121	15.75	14.00	16.87	*
Housekeeping room attendant	4	145	36,226	32,961	32,961	2,230	90	1,318	16.00	16.00	17.68	1,802
Janitor, caretaker or maintenance worker	2	14	*	*	*	*	52	264	15.70	15.70	17.55	*

Summary Compensation Table (Market Median)

Canada - Union

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Kitchen helper and related occupations	*	*	*	*	*	*	45	332	14.50	14.50	15.02	*
Landscaping and grounds maintenance labourer	1	3	*	*	*	*	25	171	18.00	14.00	24.75	*
Operator or attendant	1	7	*	*	*	*	29	163	15.99	15.99	16.32	*
Other customer/information services representative	1	7	*	*	*	*	6	23	18.00	18.00	27.00	*
Program leader or instructor	*	*	*	*	*	*	19	86	23.00	23.00	23.00	*
Retail sales clerk	4	26	38,611	35,382	35,382	1,374	10	59	12.07	12.07	13.68	*
Safety or security officer	*	*	*	*	*	*	7	45	13.81	13.81	15.88	*
Sales representative or ticket agent	1	3	*	*	*	*	6	32	12.07	12.07	13.68	*
Sous chef	2	4	*	*	*	*	4	6	16.95	16.95	21.67	*
Support occupations in acc./travel/facility set-up (Excl. guest services)	3	9	*	*	*	*	15	69	14.00	14.00	14.44	*
Technical occupations in museums/galleries (Excl. interpreter)	7	30	65,340	57,183	65,340	*	5	21	16.20	16.20	17.24	*
Tour guide	1	1	*	*	*	*	3	19	12.08	12.08	17.19	*
Travel counsellor	2	4	*	*	*	*	10	46	18.64	18.64	24.30	18,500

Summary Compensation Table (Market Median)

Canada - Full Time

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Assistant general manager/director	21	21	38,000	38,000	64,563	2,000	5	5	17.00	17.71	24.51	150
General manager/director	575	1,112	45,000	46,000	60,000	4,000	119	173	15.00	14.42	18.00	5,000
Accommodation service manager	103	205	42,000	40,000	52,000	4,000	36	67	14.40	14.09	15.38	500
Accommodation, travel, or related services supervisor	39	148	50,000	48,000	51,170	2,972	30	76	16.75	16.43	20.00	1,000
Assistant manager	21	64	33,500	29,000	34,000	500	12	18	14.00	14.00	14.00	*
Conservator, curator, or museum/gallery manager	34	73	54,566	47,978	54,566	200	12	13	20.00	18.00	22.00	*
Director of sales and marketing	172	381	90,000	78,000	100,000	10,087	25	69	17.55	14.35	21.53	5,833
Executive chef	136	237	52,000	44,000	52,497	2,000	27	43	16.00	16.00	16.00	2,000
Executive housekeeper	73	114	42,000	40,000	46,872	2,000	37	57	15.25	14.70	16.00	500
Food and beverage service supervisor	49	115	42,000	40,000	47,000	4,868	80	409	13.50	10.75	15.00	250
Guest services manager	23	25	45,000	42,000	58,654	4,639	10	12	16.92	15.00	17.92	*
Manager in performing arts	16	32	45,000	40,000	60,000	3,000	1	1	*	*	*	*
Other manager, non-guest services	136	330	41,354	37,450	51,800	4,000	54	99	15.00	16.50	21.00	1,000
Recreation, sports or fitness program director	19	30	43,285	43,285	48,668	872	6	7	16.00	16.00	16.32	*
Restaurant and food service manager	140	371	50,000	35,000	60,000	2,566	41	89	15.00	15.00	19.00	600
Retail trade manager (Excl. travel agency)	16	25	38,000	37,080	40,000	2,300	8	11	12.69	12.69	14.10	*
Superintendent maintenance / groundskeeper	73	103	56,500	53,560	60,000	4,474	69	190	14.85	13.52	17.70	500
Travel agency manager	53	193	46,600	37,499	50,000	6,700	9	11	16.00	16.00	17.00	35,906
Advertising, marketing or public relations professionals	18	27	52,000	45,000	54,566	300	10	11	16.50	18.00	17.00	500
Bartender	4	28	31,708	31,595	31,595	8,442	102	442	10.25	10.00	12.50	650
Casino occupations	1	1	*	*	*	*	4	29	10.00	10.00	12.00	*
Conference or event planner	6	13	65,000	55,000	70,000	*	3	3	15.00	15.00	25.00	*
Cook	27	167	39,230	35,378	36,000	2,234	276	1,673	12.50	12.00	15.00	1,200

Summary Compensation Table (Market Median)

Canada - Full Time

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Delivery and courier service	1	1	*	*	*	*	10	37	9.90	9.90	9.95	*
Food and beverage server	10	107	26,987	26,894	27,954	11,387	247	2,254	10.00	9.90	10.85	500
Food counter attendant	6	85	34,380	32,270	36,566	2,012	62	810	10.25	10.25	12.50	100
Front desk agent	11	23	33,309	33,309	36,000	*	258	1,307	12.80	12.73	15.00	720
Guest services attendant	9	126	40,578	27,685	27,685	2,676	49	324	12.60	12.13	14.55	1,300
Heritage interpreter	7	22	35,738	35,738	43,440	*	6	16	13.50	14.00	15.75	*
Host/hostess	8	83	55,671	48,173	51,522	2,849	39	131	11.00	10.50	12.00	1,300
Housekeeping room attendant	13	180	36,226	32,961	32,961	2,230	206	2,503	13.30	12.30	14.75	650
Janitor, caretaker or maintenance worker	9	19	40,257	35,212	35,212	2,043	81	414	15.47	14.42	19.40	200
Kitchen helper and related occupations	2	7	*	*	*	*	94	550	12.50	11.25	14.00	100
Landscaping and grounds maintenance labourer	11	22	45,000	41,500	49,680	2,646	42	153	18.00	14.00	19.72	1,300
Operator or attendant	5	13	66,651	44,000	69,742	*	26	190	11.08	11.08	12.96	*
Other customer/information services representative	8	15	34,197	34,197	39,650	37,000	13	29	12.00	11.50	13.50	800
Outdoor adventure guide	2	11	*	*	*	*	7	85	12.80	12.00	15.00	*
Passenger craft operator	1	1	*	*	*	*	6	63	16.00	16.00	20.00	*
Performing artists, athletes or related occupations	10	19	38,000	20,000	80,000	5,000	2	2	*	*	*	*
Program leader or instructor	23	37	35,000	33,000	41,000	686	21	46	11.80	11.80	17.00	*
Retail sales clerk	7	23	38,611	34,426	34,426	2,104	23	121	10.52	10.36	13.00	300
Safety or security officer	2	7	*	*	*	*	6	25	13.81	13.81	15.88	*
Sales representative or ticket agent	70	284	42,016	38,000	55,307	6,250	22	128	11.00	11.00	14.23	*
Sous chef	74	157	44,000	38,000	45,000	4,000	40	60	15.00	14.00	17.00	1,000
Support occupations in acc./travel/facility set-up (Excl. guest services)	6	8	41,563	25,787	25,787	*	14	78	12.60	12.50	13.85	*
Technical occupations in museums/galleries (Excl. interpreter)	12	27	59,688	52,321	59,688	*	5	6	18.18	18.00	18.96	*
Tour guide	8	255	31,000	27,500	36,000	930	5	9	10.50	10.50	12.00	*
Travel counsellor	78	547	31,377	25,000	42,000	8,000	82	1,098	14.00	14.50	26.00	5,480

Summary Compensation Table (Market Median)

Canada - Part Time

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	27	32	37,000	37,000	40,000	6,500	17	36	17.58	15.30	17.58	5,000
Accommodation service manager	3	3	*	*	*	*	5	5	18.00	16.44	18.00	*
Accommodation, travel, or related services supervisor	2	2	*	*	*	*	9	23	14.00	14.00	15.00	*
Assistant manager	2	2	*	*	*	*	8	15	12.00	12.00	12.00	*
Conservator, curator, or museum/gallery manager	1	4	*	*	*	*	7	11	28.80	26.27	29.88	*
Director of sales and marketing	5	5	24,000	24,000	50,000	*	2	2	*	*	*	*
Executive housekeeper	3	6	32,322	29,257	35,540	1,500	8	11	15.00	13.00	14.25	1,000
Food and beverage service supervisor	2	18	*	*	*	*	25	82	13.00	13.00	16.32	*
Other manager, non-guest services	7	9	35,000	35,000	40,000	*	23	47	11.50	12.00	13.25	*
Restaurant and food service manager	2	10	*	*	*	*	11	22	12.00	12.00	15.00	*
Superintendent maintenance / groundskeeper	1	1	*	*	*	*	15	23	12.03	12.03	15.00	*
Advertising, marketing or public relations professionals	2	2	*	*	*	*	5	11	10.25	10.25	10.25	*
Bartender	5	20	31,648	31,533	31,533	4,530	104	450	10.15	9.00	10.68	1,000
Casino occupations	*	*	*	*	*	*	6	31	11.51	11.51	14.07	665
Conference or event planner	*	*	*	*	*	*	3	4	10.50	10.50	11.00	*
Cook	4	69	36,027	32,902	32,902	*	156	776	13.25	10.25	12.30	650
Delivery and courier service	*	*	*	*	*	*	11	44	9.95	9.95	10.75	*
Food and beverage server	4	73	27,233	27,144	27,144	7,028	244	2,555	10.25	9.29	10.68	650
Food counter attendant	1	3	*	*	*	*	82	1,337	11.00	10.00	13.00	62
Front desk agent	1	2	*	*	*	*	141	515	12.00	11.60	13.35	400
Guest services attendant	4	32	45,232	40,851	40,851	1,610	22	144	10.70	10.70	10.85	650
Heritage interpreter	*	*	*	*	*	*	7	24	18.81	17.19	23.22	*
Host/hostess	4	28	46,939	42,994	42,994	1,473	68	340	11.00	10.00	11.52	50
Housekeeping room attendant	3	15	*	*	34,074	*	169	952	11.59	11.30	13.33	400

Summary Compensation Table (Market Median)

Canada - Part Time

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Janitor, caretaker or maintenance worker	2	8	*	*	*	*	41	133	15.00	15.00	16.07	*
Kitchen helper and related occupations	1	3	*	*	*	*	136	632	10.50	10.50	12.00	100
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	26	58	14.79	14.79	24.53	*
Operator or attendant	1	4	*	*	*	*	43	325	11.73	10.25	11.50	1,060
Other customer/information services representative	1	3	*	*	*	*	15	55	10.25	10.25	13.00	100
Outdoor adventure guide	*	*	*	*	*	*	5	82	12.00	12.82	20.00	*
Passenger craft operator	*	*	*	*	*	*	5	49	13.50	13.50	15.00	*
Program leader or instructor	1	1	*	*	*	*	42	594	12.00	12.25	16.34	*
Retail sales clerk	3	17	37,423	35,382	35,382	*	44	367	10.25	10.25	13.00	350
Safety or security officer	*	*	*	*	*	*	12	86	15.00	15.00	20.00	880
Sales representative or ticket agent	3	17	*	*	*	*	11	58	9.90	9.90	10.50	*
Sous chef	*	*	*	*	*	*	7	13	9.90	10.30	13.00	7,178
Support occupations in acc./travel/facility set-up (Excl. guest services)	1	7	*	*	*	*	14	46	12.00	12.00	13.36	*
Technical occupations in museums/galleries (Excl. interpreter)	1	1	*	*	*	*	13	34	15.00	15.00	15.00	*
Tour guide	1	14	*	*	*	*	23	169	11.00	11.00	12.00	2,800
Travel counsellor	22	171	32,000	2,000	25,000	8,000	54	287	12.28	10.25	15.53	2,363

Summary Compensation Table (Market Median)

Canada - Seasonal

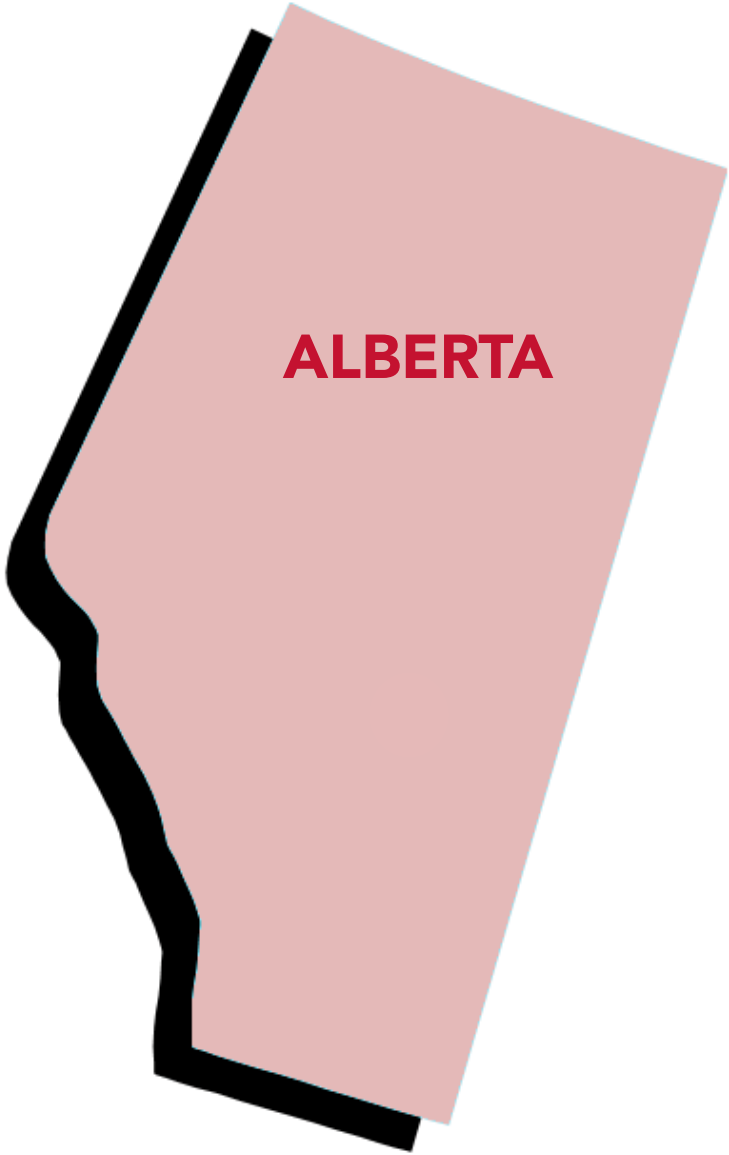
Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Assistant general manager/director	*	*	*	*	*	*	3	5	*	17.25	17.25	*
General manager/director	16	23	30,000	30,000	40,000	60,000	15	66	16.00	16.00	16.00	35,000
Accommodation service manager	3	3	*	*	*	*	5	7	13.00	12.50	16.00	*
Accommodation, travel, or related services supervisor	3	12	*	75,000	110,000	*	17	36	13.00	13.00	16.00	520
Assistant manager	1	1	*	*	*	*	6	6	10.00	10.00	14.00	*
Executive chef	2	3	*	*	*	*	11	82	17.00	14.66	17.22	*
Executive housekeeper	1	1	*	*	*	*	8	32	13.00	13.00	16.75	*
Food and beverage service supervisor	*	*	*	*	*	*	24	194	13.00	11.00	14.00	900
Guest services manager	*	*	*	*	*	*	10	10	16.32	15.00	16.32	*
Manager in performing arts	2	3	*	*	*	*	3	24	10.65	10.65	10.65	*
Other manager, non-guest services	5	9	15,000	15,000	20,000	*	13	78	14.00	16.88	16.88	*
Restaurant and food service manager	2	2	*	*	*	*	5	6	16.50	16.50	16.50	*
Retail trade manager (Excl. travel agency)	*	*	*	*	*	*	6	10	12.69	12.69	14.10	*
Superintendent maintenance / groundskeeper	1	1	*	*	*	*	18	34	13.17	13.17	17.00	*
Bartender	*	*	*	*	*	*	30	413	9.05	9.00	10.00	4,911
Casino occupations	*	*	*	*	*	*	3	55	11.70	11.70	15.22	400
Cook	6	13	13,000	26,400	45,000	1,000	74	593	12.00	11.00	14.00	650
Food and beverage server	1	2	*	*	*	*	77	1,474	11.42	11.22	11.42	1,000
Food counter attendant	*	*	*	*	*	*	24	836	10.00	9.60	10.25	923
Front desk agent	1	1	*	*	*	*	55	251	10.25	10.25	13.00	650
Guest services attendant	1	4	*	*	*	*	33	217	14.30	13.24	13.33	1,228
Heritage interpreter	*	*	*	*	*	*	27	117	13.00	12.00	13.56	*
Host/hostess	1	1	*	*	*	*	23	128	18.03	13.00	18.03	1,689
Housekeeping room attendant	2	8	*	*	*	*	91	714	11.00	11.00	13.00	1,500
Janitor, caretaker or maintenance worker	3	6	11,250	*	*	*	38	165	10.50	10.50	15.00	500

Summary Compensation Table (Market Median)

Canada - Seasonal

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Kitchen helper and related occupations	*	*	*	*	*	*	43	571	10.25	10.25	11.95	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	65	402	12.14	11.00	17.00	300
Operator or attendant	3	11	*	5,000	8,000	*	76	2,417	10.00	9.60	10.25	500
Other customer/information services representative	*	*	*	*	*	*	15	48	12.00	12.00	12.55	*
Outdoor adventure guide	3	10	90,000	90,000	100,000	*	14	203	30.00	16.00	21.00	200
Passenger craft operator	*	*	*	*	*	*	11	26	13.00	13.96	15.74	*
Performing artists, athletes or related occupations	1	8	*	*	*	*	7	34	13.00	13.00	13.00	*
Program leader or instructor	1	5	*	*	*	*	41	669	11.80	11.00	17.00	*
Retail sales clerk	*	*	*	*	*	*	42	716	10.00	9.90	10.50	1,000
Safety or security officer	*	*	*	*	*	*	13	81	10.80	10.55	11.08	*
Sales representative or ticket agent	*	*	*	*	*	*	12	117	10.25	10.25	12.25	*
Sous chef	2	10	*	*	*	*	11	57	15.89	14.66	16.45	1,500
Support occupations in acc./travel/facility set-up (Excl. guest services)	1	1	*	*	*	*	9	33	11.00	10.50	12.00	*
Technical occupations in museums/galleries (Excl. interpreter)	2	12	*	*	*	*	13	50	11.50	11.50	12.39	*
Tour guide	3	8	*	19,555	19,555	*	60	504	11.00	11.00	14.00	*
Travel counsellor	3	4	*	*	*	*	24	102	12.00	12.00	14.55	127

Summary Compensation Tables (Market Median)



Summary Compensation Table (Market Median)

Alberta - All Organizations

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	57	92	36,000	36,000	42,000	10,000	3	3	*	*	*	*
Accommodation service manager	15	39	53,000	42,000	65,000	2,000	5	7	17.72	17.00	18.09	*
Accommodation, travel, or related services supervisor	3	10	50,000	50,000	60,000	*	10	24	25.00	25.00	25.00	*
Assistant manager	8	17	33,500	30,000	35,000	*	2	2	*	*	*	*
Conservator, curator, or museum/gallery manager	1	1	*	*	*	*	4	5	16.00	18.00	25.00	*
Director of sales and marketing	14	46	75,000	70,000	95,000	13,950	1	8	*	*	*	*
Executive chef	14	17	60,000	57,746	70,000	7,038	3	25	17.00	14.66	17.22	*
Executive housekeeper	13	41	44,000	42,000	45,000	500	6	15	18.88	16.44	19.49	*
Food and beverage service supervisor	3	3	*	49,731	52,760	*	17	95	13.25	13.00	14.00	200
Manager in performing arts	4	6	*	42,000	48,000	*	*	*	*	*	*	*
Other manager, non-guest services	16	34	43,669	40,000	43,669	5,000	9	10	14.00	12.00	14.00	*
Restaurant and food service manager	22	95	65,000	40,000	65,000	3,000	5	10	13.00	13.00	18.00	*
Superintendent maintenance / groundskeeper	11	12	60,000	53,830	70,000	4,264	6	36	14.00	12.00	15.50	*
Bartender	1	1	*	*	*	*	24	123	10.00	10.05	12.00	*
Cook	4	4	12,000	12,000	45,000	*	49	280	13.00	12.50	15.00	*
Food and beverage server	*	*	*	*	*	*	58	626	10.00	10.00	12.00	1,149
Food counter attendant	2	5	*	*	*	*	22	471	11.30	11.00	13.00	25
Front desk agent	*	*	*	*	*	*	39	255	14.00	13.50	16.00	500
Guest services attendant	*	*	*	*	*	*	9	57	25.00	22.00	28.00	*
Host/hostess	*	*	*	*	*	*	8	20	14.00	10.00	11.00	*
Housekeeping room attendant	2	2	*	*	*	*	46	610	14.00	13.50	15.00	500
Janitor, caretaker or maintenance worker	2	2	*	*	*	*	15	75	13.00	12.00	16.00	*
Kitchen helper and related occupations	1	3	*	*	*	*	26	164	12.50	11.50	13.00	*

Summary Compensation Table (Market Median)

Alberta - All Organizations

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	9	50	10.00	11.00	18.00	*
Operator or attendant	1	1	*	*	*	*	14	165	10.00	11.00	16.50	*
Other customer/information services representative	*	*	*	*	*	*	3	5	15.00	15.00	22.00	*
Outdoor adventure guide	1	10	*	*	*	*	4	94	30.00	20.00	40.00	*
Passenger craft operator	*	*	*	*	*	*	3	15	*	12.70	14.00	*
Program leader or instructor	3	3	*	41,000	*	*	9	91	15.27	15.00	22.00	*
Retail sales clerk	*	*	*	*	*	*	13	83	11.72	11.00	16.50	*
Sales representative or ticket agent	4	9	53,940	41,717	62,472	2,500	*	*	*	*	*	*
Sous chef	5	8	48,000	40,000	50,000	*	5	31	15.89	14.66	16.45	*
Support occupations in acc./travel/facility set-up (Excl. guest services)	*	*	*	*	*	*	4	23	12.00	12.00	12.00	*
Technical occupations in museums/galleries (Excl. interpreter)	*	*	*	*	*	*	3	4	24.06	*	*	*
Travel counsellor	6	51	32,000	*	*	30,750	12	47	13.00	12.00	15.83	4,584

Summary Compensation Table (Market Median)

Alberta - Food and Beverage Services

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	12	34	36,000	36,000	42,000	5,000	1	1	*	*	*	*
Assistant manager	4	9	33,500	29,000	34,000	*	1	1	*	*	*	*
Food and beverage service supervisor	*	*	*	*	*	*	13	79	13.25	13.00	14.00	200
Other manager, non-guest services	3	4	*	25,000	40,000	*	5	6	14.00	12.00	14.00	*
Restaurant and food service manager	7	63	65,000	40,000	65,000	3,000	2	3	*	*	*	*
Bartender	1	1	*	*	*	*	13	81	9.50	10.00	12.00	*
Cook	2	2	*	*	*	*	21	83	13.00	12.50	15.00	*
Food and beverage server	*	*	*	*	*	*	24	179	9.50	9.75	11.00	150
Food counter attendant	2	5	*	*	*	*	18	375	11.30	11.00	13.00	25
Host/hostess	*	*	*	*	*	*	3	6	*	10.00	11.00	*
Kitchen helper and related occupations	1	3	*	*	*	*	10	48	12.50	11.50	13.00	*
Sous chef	1	1	*	*	*	*	3	29	15.89	14.66	16.45	*

Summary Compensation Table (Market Median)

Alberta - Accommodation

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	20	30	80,000	60,000	103,000	5,000	1	1	*	*	*	*
Accommodation service manager	15	39	53,000	42,000	65,000	2,000	5	7	17.72	17.00	18.09	*
Accommodation, travel, or related services supervisor	*	*	*	*	*	*	6	14	18.85	17.07	22.00	*
Assistant manager	3	7	48,204	42,420	50,000	*	*	*	*	*	*	*
Director of sales and marketing	8	16	59,122	54,000	62,000	5,000	*	*	*	*	*	*
Executive chef	8	11	64,924	54,000	64,924	5,000	1	1	*	*	*	*
Executive housekeeper	13	41	44,000	42,000	45,000	500	6	15	18.88	16.44	19.49	*
Other manager, non-guest services	4	14	58,000	55,000	62,000	12,000	2	2	*	*	*	*
Restaurant and food service manager	10	25	50,000	48,000	60,000	4,000	2	6	*	*	*	*
Superintendent maintenance / groundskeeper	8	9	60,000	52,000	65,000	6,000	6	36	14.00	12.00	15.50	*
Bartender	*	*	*	*	*	*	6	21	11.95	10.27	11.95	*
Cook	1	1	*	*	*	*	18	102	15.91	15.42	15.91	*
Food and beverage server	*	*	*	*	*	*	21	243	12.79	9.93	15.50	*
Front desk agent	*	*	*	*	*	*	34	243	14.00	13.50	16.00	500
Guest services attendant	*	*	*	*	*	*	7	34	15.27	12.70	16.02	*
Host/hostess	*	*	*	*	*	*	5	14	14.00	12.00	15.50	*
Housekeeping room attendant	2	2	*	*	*	*	45	608	14.00	13.50	15.00	500
Janitor, caretaker or maintenance worker	1	1	*	*	*	*	8	30	17.51	17.00	18.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	11	92	14.00	12.13	15.50	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	5	8	13.00	15.00	25.00	*
Operator or attendant	*	*	*	*	*	*	3	8	14.00	14.00	14.00	*
Passenger craft operator	*	*	*	*	*	*	3	15	*	12.70	14.00	*
Retail sales clerk	*	*	*	*	*	*	3	7	11.50	11.50	13.50	*

Summary Compensation Table (Market Median)

Alberta - Recreation and Entertainment

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	20	22	68,850	60,000	80,000	20,000	1	1	*	*	*	*
Accommodation, travel, or related services supervisor	3	10	50,000	50,000	60,000	*	3	9	25.00	25.00	25.00	*
Conservator, curator, or museum/gallery manager	1	1	*	*	*	*	4	5	16.00	18.00	25.00	*
Director of sales and marketing	4	4	60,000	55,620	65,000	5,000	*	*	*	*	*	*
Executive chef	4	4	70,380	62,000	86,721	6,000	*	*	*	*	*	*
Manager in performing arts	4	6	*	42,000	48,000	*	*	*	*	*	*	*
Other manager, non-guest services	9	16	50,000	47,657	60,000	1,191	1	1	*	*	*	*
Restaurant and food service manager	5	7	50,000	50,000	50,000	6,299	1	1	*	*	*	*
Superintendent maintenance / groundskeeper	3	3	60,000	60,000	100,000	4,264	*	*	*	*	*	*
Bartender	*	*	*	*	*	*	5	21	12.49	12.21	15.50	*
Cook	1	1	*	*	*	*	10	95	12.00	12.00	15.00	*
Food and beverage server	*	*	*	*	*	*	13	204	11.48	11.00	15.00	*
Food counter attendant	*	*	*	*	*	*	3	85	11.85	11.00	16.50	*
Front desk agent	*	*	*	*	*	*	4	10	14.00	14.00	22.00	*
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	7	45	13.00	12.00	16.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	5	24	13.17	14.73	16.00	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	4	42	10.00	10.00	18.00	*
Operator or attendant	1	1	*	*	*	*	11	157	10.00	11.00	16.50	*
Outdoor adventure guide	1	10	*	*	*	*	3	79	30.00	20.00	40.00	*
Program leader or instructor	2	2	*	*	*	*	9	91	15.27	15.00	22.00	*
Retail sales clerk	*	*	*	*	*	*	8	68	11.72	11.00	16.50	*
Sous chef	3	5	59,354	40,000	70,000	*	1	1	*	*	*	*
Technical occupations in museums/galleries (Excl. Interpreter)	*	*	*	*	*	*	3	4	24.06	*	*	*

Summary Compensation Table (Market Median)

Alberta - Travel Services

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	5	6	50,000	43,500	50,000	*	*	*	*	*	*	*
Travel counsellor	6	51	32,000	*	*	30,750	12	47	13.00	12.00	15.83	4,584

Summary Compensation Table (Market Median)

Alberta - Calgary

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	9	10	50,000	46,000	46,000	15,000	*	*	*	*	*	*
Accommodation service manager	6	9	53,000	45,000	62,000	2,000	1	2	*	*	*	*
Assistant manager	6	12	44,290	42,000	50,000	*	*	*	*	*	*	*
Director of sales and marketing	6	33	129,000	90,000	175,000	25,000	1	1	*	*	*	*
Executive chef	4	5	35,000	35,000	50,000	22,500	*	*	*	*	*	*
Executive housekeeper	4	4	50,800	45,900	48,850	4,200	1	5	*	*	*	*
Restaurant and food service manager	5	13	41,000	40,000	51,000	2,566	1	5	*	*	*	*
Superintendent maintenance / groundskeeper	5	5	79,860	75,000	85,000	4,264	1	2	*	*	*	*
Bartender	1	1	*	*	*	*	6	30	9.05	9.05	12.00	*
Cook	1	1	*	*	*	*	6	35	14.18	14.73	17.93	*
Food and beverage server	*	*	*	*	*	*	9	140	9.05	9.05	12.00	*
Food counter attendant	*	*	*	*	*	*	3	94	11.85	11.00	16.50	*
Front desk agent	*	*	*	*	*	*	9	46	15.00	15.00	16.00	*
Host/hostess	*	*	*	*	*	*	3	4	12.81	12.00	15.00	*
Housekeeping room attendant	2	2	*	*	*	*	10	112	14.45	13.90	15.19	*
Kitchen helper and related occupations	*	*	*	*	*	*	3	11	13.17	14.73	19.91	*
Sales representative or ticket agent	3	4	53,940	41,717	62,472	2,496	*	*	*	*	*	*
Travel counsellor	2	23	*	*	*	*	3	10	*	10.38	15.83	10,020

Summary Compensation Table (Market Median)

Alberta - Edmonton

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	15	37	36,000	36,000	42,000	12,000	*	*	*	*	*	*
Accommodation service manager	3	9	45,000	42,000	45,000	*	2	3	*	*	*	*
Accommodation, travel, or related services supervisor	2	7	*	*	*	*	3	7	18.85	*	*	*
Assistant manager	3	5	33,500	29,000	34,000	*	*	*	*	*	*	*
Director of sales and marketing	5	10	51,000	46,000	55,620	5,000	1	4	*	*	*	*
Executive chef	5	5	60,000	62,000	72,000	*	*	*	*	*	*	*
Executive housekeeper	3	4	48,000	40,000	48,000	*	2	4	*	*	*	*
Food and beverage service supervisor	1	1	*	*	*	*	4	22	13.25	13.00	14.50	200
Manager in performing arts	4	6	*	42,000	48,000	*	*	*	*	*	*	*
Other manager, non-guest services	7	13	43,669	40,000	43,669	1,092	4	5	14.00	12.00	14.00	*
Restaurant and food service manager	6	18	38,000	33,000	51,000	*	1	1	*	*	*	*
Superintendent maintenance / groundskeeper	3	4	61,000	*	*	*	2	3	*	*	*	*
Bartender	*	*	*	*	*	*	5	31	9.50	9.50	12.00	*
Cook	*	*	*	*	*	*	15	55	14.00	12.00	15.00	*
Food and beverage server	*	*	*	*	*	*	19	183	13.00	12.00	13.00	*
Food counter attendant	*	*	*	*	*	*	5	136	11.30	11.00	13.00	*
Front desk agent	*	*	*	*	*	*	14	49	14.64	14.00	16.00	*
Guest services attendant	*	*	*	*	*	*	4	33	25.00	22.00	28.00	*
Housekeeping room attendant	*	*	*	*	*	*	13	117	14.00	14.00	14.00	*
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	7	41	13.00	12.00	16.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	9	30	13.00	13.00	13.00	*
Operator or attendant	1	1	*	*	*	*	6	36	18.00	14.00	21.00	*
Program leader or instructor	2	2	*	*	*	*	6	30	15.00	15.00	22.00	*
Retail sales clerk	*	*	*	*	*	*	3	11	14.00	12.00	18.00	*
Travel counsellor	2	17	*	*	*	*	5	18	12.73	10.38	15.83	4,584

Summary Compensation Table (Market Median)

Alberta - Mountain Parks

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	8	8	65,000	55,000	80,000	20,000	*	*	*	*	*	*
Accommodation, travel, or related services supervisor	*	*	*	*	*	*	3	6	26.00	26.00	26.00	*
Executive housekeeper	3	21	*	42,000	45,000	500	*	*	*	*	*	*
Other manager, non-guest services	3	6	60,000	*	*	*	2	2	*	*	*	*
Cook	*	*	*	*	*	*	4	15	16.00	15.00	18.00	*
Food and beverage server	*	*	*	*	*	*	4	35	10.00	10.00	12.00	*
Front desk agent	*	*	*	*	*	*	3	44	*	12.50	14.00	*
Housekeeping room attendant	*	*	*	*	*	*	4	56	12.25	13.00	15.00	*
Janitor, caretaker or maintenance worker	1	1	*	*	*	*	3	4	23.00	23.00	23.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	4	29	12.50	11.50	13.00	*
Outdoor adventure guide	1	10	*	*	*	*	3	79	30.00	20.00	40.00	*

Summary Compensation Table (Market Median)

Alberta - Other Regions

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	27	37	36,000	30,000	35,000	5,000	3	3	*	*	*	*
Accommodation service manager	6	18	53,000	42,000	65,000	2,000	2	2	*	*	*	*
Executive chef	4	6	58,000	55,000	65,000	6,000	1	1	*	*	*	*
Executive housekeeper	5	12	44,000	38,000	48,000	*	3	6	24.11	24.11	24.11	*
Food and beverage service supervisor	1	1	*	*	*	*	14	65	13.25	13.44	14.00	1,000
Other manager, non-guest services	4	6	30,000	25,000	40,000	*	3	3	15.00	14.00	15.00	*
Restaurant and food service manager	12	61	65,000	40,000	65,000	3,000	2	3	*	*	*	*
Superintendent maintenance / groundskeeper	2	2	*	*	*	*	4	25	14.00	12.00	15.50	*
Bartender	*	*	*	*	*	*	11	38	9.50	10.00	10.00	*
Cook	3	3	*	*	45,000	*	26	175	13.00	12.00	15.00	*
Food and beverage server	*	*	*	*	*	*	30	268	10.00	10.00	10.00	150
Food counter attendant	2	5	*	*	*	*	19	223	11.30	11.00	13.00	25
Front desk agent	*	*	*	*	*	*	17	116	14.00	13.50	16.00	*
Host/hostess	*	*	*	*	*	*	5	12	14.00	12.00	14.50	*
Housekeeping room attendant	*	*	*	*	*	*	25	325	14.00	13.50	15.00	*
Janitor, caretaker or maintenance worker	1	1	*	*	*	*	4	16	10.00	10.00	20.00	*
Kitchen helper and related occupations	1	3	*	*	*	*	14	94	14.00	12.00	15.00	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	7	32	10.00	10.00	18.00	*
Operator or attendant	*	*	*	*	*	*	5	83	9.75	9.75	9.75	*
Retail sales clerk	*	*	*	*	*	*	7	28	10.00	10.00	10.00	*
Travel counsellor	3	11	*	*	*	11,000	7	13	13.50	14.00	15.83	*

Summary Compensation Table (Market Median)

Alberta - Non union

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	57	92	36,000	36,000	42,000	10,000	3	3	*	*	*	*
Accommodation service manager	15	39	53,000	42,000	65,000	2,000	5	7	17.72	17.00	18.09	*
Accommodation, travel, or related services supervisor	3	10	50,000	50,000	60,000	*	9	18	18.85	18.00	20.00	*
Assistant manager	8	17	33,500	30,000	35,000	*	2	2	*	*	*	*
Conservator, curator, or museum/gallery manager	1	1	*	*	*	*	4	5	16.00	18.00	25.00	*
Director of sales and marketing	14	46	75,000	70,000	95,000	13,950	1	8	*	*	*	*
Executive chef	14	17	60,000	57,746	70,000	7,038	3	25	17.00	14.66	17.22	*
Executive housekeeper	13	41	44,000	42,000	45,000	500	5	12	18.88	16.44	19.49	*
Food and beverage service supervisor	3	3	*	49,731	52,760	*	17	95	13.25	13.00	14.00	200
Manager in performing arts	3	5	*	42,000	48,000	*	*	*	*	*	*	*
Other manager, non-guest services	16	33	44,455	40,000	43,669	5,000	9	10	14.00	12.00	14.00	*
Restaurant and food service manager	22	95	65,000	40,000	65,000	3,000	5	10	13.00	13.00	18.00	*
Superintendent maintenance / groundskeeper	11	12	60,000	53,830	70,000	4,264	6	36	14.00	12.00	15.50	*
Bartender	1	1	*	*	*	*	23	122	10.00	10.00	12.00	*
Cook	4	4	12,000	12,000	45,000	*	47	256	13.00	12.50	15.00	*
Food and beverage server	*	*	*	*	*	*	58	626	10.00	10.00	12.00	1,149
Food counter attendant	2	5	*	*	*	*	22	471	11.30	11.00	13.00	25
Front desk agent	*	*	*	*	*	*	38	249	14.00	13.50	16.00	500
Guest services attendant	*	*	*	*	*	*	9	57	25.00	22.00	28.00	*
Host/hostess	*	*	*	*	*	*	8	20	14.00	10.00	11.00	*
Housekeeping room attendant	2	2	*	*	*	*	45	556	14.00	13.50	15.00	500
Janitor, caretaker or maintenance worker	2	2	*	*	*	*	13	72	13.00	12.00	16.00	*
Kitchen helper and related occupations	1	3	*	*	*	*	25	133	12.50	11.50	13.00	*

Summary Compensation Table (Market Median)

Alberta - Non union

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	7	41	10.00	10.00	18.00	*
Operator or attendant	1	1	*	*	*	*	11	149	10.00	10.00	16.50	*
Other customer/information services representative	*	*	*	*	*	*	3	5	15.00	15.00	22.00	*
Outdoor adventure guide	1	10	*	*	*	*	4	94	30.00	20.00	40.00	*
Passenger craft operator	*	*	*	*	*	*	3	15	*	12.70	14.00	*
Program leader or instructor	3	3	*	41,000	*	*	6	63	15.27	14.73	19.91	*
Retail sales clerk	*	*	*	*	*	*	12	81	11.72	11.00	16.50	*
Sales representative or ticket agent	4	9	53,940	41,717	62,472	2,500	*	*	*	*	*	*
Sous chef	5	8	48,000	40,000	50,000	*	5	31	15.89	14.66	16.45	*
Support occupations in acc./travel/facility set-up (Excl. guest services)	*	*	*	*	*	*	4	23	12.00	12.00	12.00	*
Technical occupations in museums/galleries (Excl. interpreter)	*	*	*	*	*	*	3	4	24.06	*	*	*
Travel counsellor	6	51	32,000	*	*	30,750	12	47	13.00	12.00	15.83	4,584

Summary Compensation Table (Market Median)

Alberta - Union

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Operator or attendant	*	*	*	*	*	*	3	16	21.00	21.00	21.00	*
Program leader or instructor	*	*	*	*	*	*	3	28	23.00	23.00	23.00	*

Summary Compensation Table (Market Median)

Alberta - Full Time

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	53	86	36,000	36,000	42,000	10,000	2	2	*	*	*	*
Accommodation service manager	14	37	53,000	42,000	65,000	2,000	5	7	17.72	17.00	18.09	*
Accommodation, travel, or related services supervisor	3	10	50,000	50,000	60,000	*	6	16	20.55	25.00	25.00	*
Assistant manager	8	17	33,500	30,000	35,000	*	1	1	*	*	*	*
Director of sales and marketing	14	46	75,000	70,000	95,000	13,950	1	8	*	*	*	*
Executive chef	13	14	60,000	57,746	70,000	7,038	1	1	*	*	*	*
Executive housekeeper	12	40	44,000	42,000	45,000	500	6	15	18.88	16.44	19.49	*
Food and beverage service supervisor	3	3	*	49,731	52,760	*	13	78	13.25	13.00	14.00	200
Manager in performing arts	4	6	*	42,000	48,000	*	*	*	*	*	*	*
Other manager, non-guest services	14	31	43,669	40,000	45,000	5,000	6	7	14.00	12.00	14.00	*
Restaurant and food service manager	22	95	65,000	40,000	65,000	3,000	4	9	13.00	13.00	18.00	*
Superintendent maintenance / groundskeeper	10	11	60,000	53,830	70,000	4,264	5	30	14.00	12.00	15.50	*
Bartender	*	*	*	*	*	*	11	34	10.00	10.27	11.95	*
Cook	3	3	*	*	48,000	*	32	178	14.00	13.00	15.91	*
Food and beverage server	*	*	*	*	*	*	23	217	10.00	10.00	12.00	*
Food counter attendant	2	5	*	*	*	*	12	212	11.30	11.00	13.00	25
Front desk agent	*	*	*	*	*	*	28	202	14.64	13.50	16.00	*
Guest services attendant	*	*	*	*	*	*	8	54	25.00	22.00	28.00	*
Host/hostess	*	*	*	*	*	*	3	7	*	9.75	10.30	*
Housekeeping room attendant	2	2	*	*	*	*	28	488	14.00	14.00	15.00	500
Janitor, caretaker or maintenance worker	2	2	*	*	*	*	7	30	19.56	17.00	21.55	*
Kitchen helper and related occupations	1	3	*	*	*	*	12	72	16.00	15.00	15.00	*
Operator or attendant	1	1	*	*	*	*	3	10	21.00	21.00	21.00	*
Retail sales clerk	*	*	*	*	*	*	4	14	14.00	12.00	14.50	*

Summary Compensation Table (Market Median)

Alberta - Full Time

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Sales representative or ticket agent	4	9	53,940	41,717	62,472	2,500	*	*	*	*	*	*
Sous chef	5	8	48,000	40,000	50,000	*	2	6	*	*	*	*
Support occupations in acc./travel/facility set-up (Excl. guest services)	*	*	*	*	*	*	3	21	12.00	12.00	12.00	*
Travel counsellor	5	37	32,000	*	*	42,000	9	32	13.49	10.38	15.83	4,584

Summary Compensation Table (Market Median)

Alberta - Part Time

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Food and beverage service supervisor	*	*	*	*	*	*	3	10	*	16.00	17.50	*
Other manager, non-guest services	2	2	*	*	*	*	3	3	14.00	12.00	14.00	*
Bartender	1	1	*	*	*	*	10	60	9.50	9.50	12.00	*
Cook	1	1	*	*	*	*	15	41	14.00	14.00	15.42	*
Food and beverage server	*	*	*	*	*	*	31	328	10.00	9.75	12.00	*
Food counter attendant	*	*	*	*	*	*	11	242	11.50	11.00	14.50	*
Front desk agent	*	*	*	*	*	*	15	52	14.00	14.00	16.00	*
Host/hostess	*	*	*	*	*	*	5	13	11.45	11.00	12.00	*
Housekeeping room attendant	*	*	*	*	*	*	13	85	14.00	13.50	15.00	*
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	5	30	13.00	12.00	16.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	11	65	13.00	11.00	14.00	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	3	13	*	17.19	24.53	*
Operator or attendant	*	*	*	*	*	*	5	47	11.73	11.00	16.50	*
Other customer/information services representative	*	*	*	*	*	*	3	5	15.00	15.00	22.00	*
Program leader or instructor	1	1	*	*	*	*	4	40	15.27	14.73	19.91	*
Retail sales clerk	*	*	*	*	*	*	5	41	11.72	11.00	16.50	*
Travel counsellor	2	14	*	*	*	*	4	9	12.50	10.38	15.83	*

Summary Compensation Table (Market Median)

Alberta - Seasonal

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Accommodation, travel, or related services supervisor	*	*	*	*	*	*	3	6	*	26.00	26.00	*
Bartender	*	*	*	*	*	*	4	29	12.50	11.50	13.00	*
Cook	*	*	*	*	*	*	6	61	9.75	9.75	9.75	*
Food and beverage server	*	*	*	*	*	*	6	81	10.00	10.00	10.00	*
Housekeeping room attendant	*	*	*	*	*	*	6	37	14.00	13.50	15.00	*
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	4	15	10.00	10.00	20.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	3	27	12.50	11.50	13.00	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	5	36	10.00	10.00	18.00	*
Operator or attendant	*	*	*	*	*	*	7	108	10.00	10.00	18.00	*
Outdoor adventure guide	*	*	*	*	*	*	4	94	30.00	20.00	40.00	*
Program leader or instructor	*	*	*	*	*	*	4	49	23.00	23.00	23.00	*
Retail sales clerk	*	*	*	*	*	*	4	28	12.00	11.00	15.00	*
Sous chef	*	*	*	*	*	*	3	25	15.89	14.66	16.45	*

Summary Compensation Tables (Market Median)



Summary Compensation Table (Market Median)

British Columbia - All Organizations

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	124	289	40,000	40,000	50,000	2,500	16	27	18.00	12.50	15.00	62,000
Accommodation service manager	18	27	45,000	40,000	50,000	4,480	10	10	18.00	16.09	17.00	*
Accommodation, travel, or related services supervisor	9	25	35,927	75,000	110,000	*	8	17	16.00	16.50	17.00	*
Assistant manager	4	5	22,000	22,000	22,000	*	3	10	12.50	12.50	12.50	*
Conservator, curator, or museum/gallery manager	8	44	71,575	62,576	71,575	*	4	8	29.88	28.00	30.00	*
Director of sales and marketing	42	47	61,000	60,000	65,000	5,500	4	8	18.00	18.00	24.00	*
Executive chef	37	50	54,000	50,000	55,000	5,000	7	15	12.00	12.00	16.00	*
Executive housekeeper	18	21	41,600	41,600	45,000	1,200	17	25	15.00	13.00	17.00	1,000
Food and beverage service supervisor	11	32	39,333	30,995	48,394	3,390	33	126	17.75	17.75	17.75	1,700
Guest services manager	9	10	40,000	35,000	50,000	*	2	2	*	*	*	*
Manager in performing arts	2	2	*	*	*	*	3	3	13.00	13.00	13.00	*
Other manager, non-guest services	21	41	40,000	37,000	42,000	2,000	17	49	15.00	17.00	25.00	1,000
Recreation, sports or fitness program director	3	6	54,566	47,978	54,566	*	1	1	*	*	*	*
Restaurant and food service manager	37	73	48,000	45,000	55,000	1,500	12	21	10.50	12.00	15.00	*
Retail trade manager (Excl. travel agency)	3	3	40,000	40,000	55,000	*	3	3	22.00	21.00	25.00	*
Superintendent maintenance / groundskeeper	15	17	60,000	52,000	64,068	6,500	19	44	16.25	15.00	18.03	1,500
Travel agency manager	11	38	48,000	37,499	56,882	5,200	*	*	*	*	*	*
Advertising, marketing or public relations professionals	5	9	54,566	47,978	54,566	*	*	*	*	*	*	*
Bartender	*	*	*	*	*	*	44	192	11.00	10.25	14.00	650
Cook	1	1	*	*	*	*	97	726	13.25	12.00	16.50	500
Food and beverage server	*	*	*	*	*	*	101	1,329	10.25	10.25	13.25	450
Food counter attendant	*	*	*	*	*	*	30	295	10.50	10.25	12.42	150

Summary Compensation Table (Market Median)

British Columbia - All Organizations

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Front desk agent	1	4	*	*	*	*	84	517	12.75	12.00	14.00	500
Guest services attendant	1	1	*	*	*	*	16	135	12.11	11.00	13.19	*
Heritage interpreter	*	*	*	*	*	*	4	24	13.50	13.50	14.00	*
Host/hostess	*	*	*	*	*	*	24	96	10.25	10.25	11.34	*
Housekeeping room attendant	1	6	*	*	*	*	91	1,042	12.00	11.00	13.19	650
Janitor, caretaker or maintenance worker	2	2	*	*	*	*	19	129	14.00	14.00	35.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	46	226	13.70	13.70	14.00	*
Landscaping and grounds maintenance labourer	4	10	45,000	41,500	48,581	*	28	167	14.79	14.00	24.75	500
Operator or attendant	1	1	*	*	*	*	21	591	10.25	10.25	12.90	*
Other customer/information services representative	1	1	*	*	*	*	4	12	13.00	11.00	16.50	*
Outdoor adventure guide	1	2	*	*	*	*	10	170	12.00	12.00	15.00	500
Passenger craft operator	*	*	*	*	*	*	4	45	17.50	16.00	20.00	*
Performing artists, athletes or related occupations	4	8	40,000	45,000	50,000	5,000	2	4	*	*	*	*
Program leader or instructor	2	2	*	*	*	*	12	369	12.00	11.00	18.00	*
Retail sales clerk	*	*	*	*	*	*	26	287	10.25	10.25	12.90	350
Sales representative or ticket agent	10	36	42,016	37,000	55,307	3,793	8	46	10.25	10.25	13.00	*
Sous chef	21	52	40,685	35,000	48,070	2,500	16	27	17.00	15.00	20.00	3,540
Support occupations in acc./travel/facility set-up (Excl. guest services)	1	1	*	*	*	*	3	15	*	13.00	16.00	*
Technical occupations in museums/galleries (Excl. interpreter)	4	17	65,340	57,183	65,340	*	3	5	13.50	13.50	13.50	*
Tour guide	1	4	*	*	*	*	7	63	11.00	15.00	20.00	*
Travel counsellor	12	114	32,827	20,000	39,000	11,800	27	174	14.00	14.00	17.13	315

Summary Compensation Table (Market Median)

British Columbia - Food and Beverage Services

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	21	63	40,000	30,000	50,000	2,500	2	2	*	*	*	*
Executive chef	11	13	45,000	45,000	55,000	3,500	1	6	*	*	*	*
Food and beverage service supervisor	2	3	*	*	*	*	16	69	22.28	22.28	22.28	1,700
Restaurant and food service manager	9	11	42,000	42,000	45,000	3,500	5	11	10.50	12.00	15.00	*
Bartender	*	*	*	*	*	*	10	25	10.25	10.25	11.00	*
Cook	*	*	*	*	*	*	47	234	13.25	12.00	16.50	*
Food and beverage server	*	*	*	*	*	*	48	475	10.25	10.25	13.50	*
Food counter attendant	*	*	*	*	*	*	13	62	10.25	10.30	13.75	*
Host/hostess	*	*	*	*	*	*	5	31	10.25	10.25	11.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	27	156	13.70	13.70	14.00	*
Retail sales clerk	*	*	*	*	*	*	6	39	12.00	10.25	13.50	*
Sous chef	5	6	35,000	32,000	45,000	*	3	3	17.00	17.00	20.00	*

Summary Compensation Table (Market Median)

British Columbia - Accommodation

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	49	74	40,000	45,000	70,000	8,000	7	18	11.00	10.75	15.00	*
Accommodation service manager	16	25	45,000	37,000	50,000	3,500	10	10	18.00	16.09	17.00	*
Director of sales and marketing	14	16	50,000	50,000	65,000	9,000	2	2	*	*	*	*
Executive chef	16	17	65,000	65,000	71,500	5,000	4	5	19.00	19.00	19.00	*
Executive housekeeper	17	20	38,000	40,000	42,000	1,000	14	16	15.00	15.00	16.75	1,000
Food and beverage service supervisor	6	8	32,000	30,000	40,000	*	8	17	16.00	16.00	17.00	*
Other manager, non-guest services	5	8	52,500	50,000	52,500	*	1	1	*	*	*	*
Restaurant and food service manager	13	17	45,000	45,000	50,000	5,470	4	6	16.00	16.00	18.00	*
Superintendent maintenance / groundskeeper	9	10	55,000	50,000	60,000	1,000	18	43	16.25	15.00	18.03	1,500
Bartender	*	*	*	*	*	*	16	44	12.76	12.76	14.58	*
Cook	*	*	*	*	*	*	29	177	14.00	13.00	18.34	1,500
Food and beverage server	*	*	*	*	*	*	30	363	10.50	10.36	13.40	*
Food counter attendant	*	*	*	*	*	*	8	28	11.00	11.03	15.70	*
Front desk agent	1	4	*	*	*	*	63	330	13.00	12.50	15.50	500
Guest services attendant	*	*	*	*	*	*	9	62	13.00	12.00	16.00	*
Host/hostess	*	*	*	*	*	*	16	38	14.00	12.10	15.00	*
Housekeeping room attendant	1	6	*	*	*	*	78	739	12.32	12.00	15.00	500
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	6	14	14.00	14.00	17.55	*
Kitchen helper and related occupations	*	*	*	*	*	*	13	48	12.70	12.32	16.43	*
Landscaping and grounds maintenance labourer	2	3	*	*	*	*	13	27	12.00	12.00	15.00	500
Sales representative or ticket agent	3	5	*	37,000	44,000	*	2	6	*	*	*	*
Sous chef	10	23	44,000	44,000	48,070	10,000	9	12	19.00	17.00	22.00	*

**Summary Compensation Table (Market Median)
British Columbia - Recreation and Entertainment**

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	34	124	90,000	90,000	90,000	9,000	1	1	*	*	*	*
Accommodation, travel, or related services supervisor	4	15	35,000	75,000	110,000	*	4	7	15.00	15.00	15.00	*
Conservator, curator, or museum/gallery manager	8	44	71,575	62,576	71,575	*	4	8	29.88	28.00	30.00	*
Director of sales and marketing	20	21	62,000	60,000	68,000	5,500	1	1	*	*	*	*
Executive chef	10	20	71,386	50,000	55,000	5,000	2	4	*	*	*	*
Executive housekeeper	1	1	*	*	*	*	3	9	13.00	13.00	17.00	*
Food and beverage service supervisor	3	21	39,333	30,995	48,394	*	9	40	15.00	12.00	16.32	4,000
Guest services manager	5	5	63,000	35,000	50,000	*	2	2	*	*	*	*
Manager in performing arts	2	2	*	*	*	*	3	3	13.00	13.00	13.00	*
Other manager, non-guest services	12	26	40,000	39,140	42,000	2,000	11	41	17.50	17.00	60.00	*
Recreation, sports or fitness program director	3	6	54,566	47,978	54,566	*	1	1	*	*	*	*
Restaurant and food service manager	15	45	56,000	48,000	66,000	1,500	3	4	17.50	16.00	19.00	*
Superintendent maintenance / groundskeeper	4	5	64,068	64,068	65,000	6,500	1	1	*	*	*	*
Bartender	*	*	*	*	*	*	18	123	12.50	12.50	15.00	650
Cook	1	1	*	*	*	*	20	314	13.00	10.85	15.00	3,200
Food and beverage server	*	*	*	*	*	*	23	491	10.25	10.25	13.25	450
Food counter attendant	*	*	*	*	*	*	9	205	10.54	10.25	11.34	*
Front desk agent	*	*	*	*	*	*	18	179	12.75	12.00	13.35	850
Guest services attendant	1	1	*	*	*	*	6	61	11.00	11.00	12.11	*
Heritage interpreter	*	*	*	*	*	*	4	24	13.50	13.50	14.00	*
Host/hostess	*	*	*	*	*	*	3	27	10.25	10.25	11.34	*
Housekeeping room attendant	*	*	*	*	*	*	13	303	11.00	10.25	13.00	650
Janitor, caretaker or maintenance worker	1	1	*	*	*	*	11	107	14.00	14.00	35.00	*

**Summary Compensation Table (Market Median)
British Columbia - Recreation and Entertainment**

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Kitchen helper and related occupations	*	*	*	*	*	*	5	21	10.50	10.50	12.27	*
Landscaping and grounds maintenance labourer	2	7	*	*	*	*	14	138	18.00	14.00	24.75	*
Operator or attendant	1	1	*	*	*	*	18	569	10.25	10.25	12.90	*
Other customer/information services representative	1	1	*	*	*	*	3	7	11.00	11.00	11.00	*
Outdoor adventure guide	1	2	*	*	*	*	6	108	12.00	12.00	15.00	500
Performing artists, athletes or related occupations	3	7	40,000	*	*	*	2	4	*	*	*	*
Program leader or instructor	2	2	*	*	*	*	12	369	12.00	11.00	18.00	*
Retail sales clerk	*	*	*	*	*	*	19	244	10.25	10.25	12.90	*
Sales representative or ticket agent	4	22	42,016	35,422	55,307	3,793	3	14	10.25	10.25	13.00	*
Sous chef	6	23	40,685	38,000	52,000	3,540	4	12	17.00	15.00	20.00	*
Technical occupations in museums/galleries (Excl. interpreter)	4	17	65,340	57,183	65,340	*	3	5	13.50	13.50	13.50	*
Tour guide	*	*	*	*	*	*	6	59	11.00	15.00	20.00	*

Summary Compensation Table (Market Median)

British Columbia - Travel Services

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	20	28	50,000	45,000	62,000	10,000	6	6	17.00	17.00	20.00	*
Accommodation, travel, or related services supervisor	4	9	35,927	34,369	47,429	*	3	5	15.00	15.50	15.50	*
Director of sales and marketing	8	10	70,000	40,000	60,000	*	1	5	*	*	*	*
Guest services manager	4	5	40,000	35,000	50,000	*	*	*	*	*	*	*
Other manager, non-guest services	3	6	40,329	34,369	47,429	*	3	5	16.00	16.50	18.00	1,048
Travel agency manager	10	36	48,000	31,239	43,778	6,000	*	*	*	*	*	*
Advertising, marketing or public relations professionals	3	3	48,000	45,000	50,000	*	*	*	*	*	*	*
Front desk agent	*	*	*	*	*	*	3	8	*	12.00	13.00	*
Outdoor adventure guide	*	*	*	*	*	*	3	57	*	14.00	20.00	*
Sales representative or ticket agent	3	9	*	*	*	3,000	3	26	*	10.25	14.00	*
Travel counsellor	12	114	32,827	20,000	39,000	11,800	26	144	13.35	10.31	15.53	2,000

Summary Compensation Table (Market Median)

British Columbia - Lower Mainland

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	30	44	50,000	50,000	56,000	3,500	2	2	*	*	*	*
Accommodation service manager	4	4	59,160	59,160	60,000	*	*	*	*	*	*	*
Accommodation, travel, or related services supervisor	5	11	35,000	35,000	40,000	*	*	*	*	*	*	*
Director of sales and marketing	19	22	60,000	58,000	70,000	4,750	2	4	*	*	*	*
Executive chef	15	17	55,000	55,000	60,000	5,000	1	1	*	*	*	*
Executive housekeeper	5	5	50,000	58,490	65,650	*	1	1	*	*	*	*
Food and beverage service supervisor	3	3	37,757	*	*	*	13	67	22.91	22.91	22.91	4,000
Guest services manager	3	4	50,000	35,000	50,000	*	2	2	*	*	*	*
Other manager, non-guest services	8	25	39,140	34,369	42,000	2,000	3	6	*	23.00	24.00	*
Restaurant and food service manager	15	31	48,000	50,000	60,000	1,500	5	7	12.00	11.00	15.00	*
Superintendent maintenance / groundskeeper	4	5	64,068	*	*	*	3	14	22.21	22.21	22.21	*
Travel agency manager	4	18	48,000	31,239	43,778	*	*	*	*	*	*	*
Bartender	*	*	*	*	*	*	23	88	12.50	12.50	15.00	650
Cook	*	*	*	*	*	*	38	323	15.50	14.00	17.85	500
Food and beverage server	*	*	*	*	*	*	41	610	18.20	18.20	18.20	450
Food counter attendant	*	*	*	*	*	*	6	74	13.75	13.50	13.75	*
Front desk agent	*	*	*	*	*	*	17	132	12.75	12.50	14.00	850
Guest services attendant	*	*	*	*	*	*	6	66	12.11	10.33	12.11	*
Host/hostess	*	*	*	*	*	*	7	27	10.29	10.25	10.45	*
Housekeeping room attendant	*	*	*	*	*	*	17	190	14.25	14.25	16.76	650
Janitor, caretaker or maintenance worker	1	1	*	*	*	*	9	45	17.66	17.66	19.04	*
Kitchen helper and related occupations	*	*	*	*	*	*	17	127	17.20	17.20	17.20	*
Landscaping and grounds maintenance labourer	1	2	*	*	*	*	8	99	18.00	14.00	24.75	*
Operator or attendant	1	1	*	*	*	*	8	55	12.28	12.00	13.25	*

Summary Compensation Table (Market Median)

British Columbia - Lower Mainland

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Program leader or instructor	2	2	*	*	*	*	7	137	14.00	11.00	17.00	*
Retail sales clerk	*	*	*	*	*	*	10	47	10.79	10.25	13.50	*
Sales representative or ticket agent	3	10	*	*	*	3,000	3	27	10.25	10.25	14.34	*
Sous chef	11	22	45,000	38,000	48,070	2,000	3	3	20.00	*	*	*
Support occupations in acc./travel/facility set-up (Excl. guest services)	*	*	*	*	*	*	3	15	*	13.00	16.00	*
Travel counsellor	5	92	37,000	31,136	90,000	11,800	10	66	13.35	10.25	15.53	3,5897

Summary Compensation Table (Market Median)

British Columbia - Victoria

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	11	11	41,000	40,000	45,000	3,000	2	2	*	*	*	*
Conservator, curator, or museum/gallery manager	4	31	54,566	47,978	54,566	*	2	5	*	*	*	*
Director of sales and marketing	6	6	48,580	42,815	48,580	2,200	*	*	*	*	*	*
Executive chef	5	5	45,000	45,000	55,000	2,500	*	*	*	*	*	*
Food and beverage service supervisor	1	1	*	*	*	*	5	12	10.25	10.25	11.50	*
Other manager, non-guest services	3	4	48,581	42,815	48,581	*	4	10	15.00	15.00	15.00	*
Restaurant and food service manager	5	7	45,000	45,000	55,000	1,500	3	7	10.50	12.00	15.00	*
Bartender	*	*	*	*	*	*	8	23	10.25	10.25	15.00	*
Cook	*	*	*	*	*	*	10	77	13.25	10.50	16.00	*
Food and beverage server	*	*	*	*	*	*	15	164	10.25	10.25	10.75	*
Food counter attendant	*	*	*	*	*	*	3	62	10.54	10.54	12.42	*
Front desk agent	*	*	*	*	*	*	9	57	17.31	13.59	17.50	500
Host/hostess	*	*	*	*	*	*	6	26	10.25	10.25	13.00	*
Housekeeping room attendant	*	*	*	*	*	*	9	94	13.59	14.05	16.90	500
Kitchen helper and related occupations	*	*	*	*	*	*	5	16	10.50	10.50	12.50	*
Operator or attendant	*	*	*	*	*	*	3	7	10.25	10.25	12.00	*
Sous chef	5	6	40,000	38,000	46,000	*	3	5	21.93	19.69	22.11	*
Technical occupations in museums/ galleries (Excl. interpreter)	4	17	65,340	57,183	65,340	*	1	2	*	*	*	*
Travel counsellor	1	1	*	*	*	*	4	14	13.50	10.31	15.65	8,000

Summary Compensation Table (Market Median)

British Columbia - Thompson / Okanagan

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	18	22	55,000	60,000	77,864	15,000	2	3	*	*	*	*
Accommodation service manager	3	3	37,000	35,000	40,000	*	3	3	12.50	12.50	15.00	*
Accommodation, travel, or related services supervisor	*	*	*	*	*	*	3	8	16.50	16.50	17.00	*
Director of sales and marketing	3	3	80,000	60,000	90,000	*	1	1	*	*	*	*
Executive housekeeper	2	2	*	*	*	*	5	12	13.00	13.00	17.00	*
Other manager, non-guest services	1	1	*	*	*	*	3	23	*	17.00	60.00	*
Restaurant and food service manager	3	3	50,000	50,000	65,000	*	2	3	*	*	*	*
Superintendent maintenance / groundskeeper	*	*	*	*	*	*	5	7	15.00	15.00	16.00	1,000
Bartender	*	*	*	*	*	*	3	19	*	9.00	11.00	*
Cook	1	1	*	*	*	*	6	62	12.00	12.00	17.50	*
Food and beverage server	*	*	*	*	*	*	8	122	8.75	8.75	11.00	*
Food counter attendant	*	*	*	*	*	*	4	9	12.00	10.30	14.00	*
Front desk agent	*	*	*	*	*	*	20	123	10.25	10.25	12.25	500
Housekeeping room attendant	*	*	*	*	*	*	19	341	10.25	10.25	11.25	600
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	4	64	14.00	14.00	35.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	3	14	*	10.30	14.00	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	4	18	14.79	14.79	25.71	*
Operator or attendant	*	*	*	*	*	*	5	265	10.25	10.25	12.25	*
Retail sales clerk	*	*	*	*	*	*	5	44	10.25	10.25	12.25	*
Sous chef	*	*	*	*	*	*	3	9	14.00	14.00	17.00	*
Travel counsellor	1	4	*	*	*	*	7	29	12.00	12.50	15.65	110

Summary Compensation Table (Market Median)

British Columbia - Whistler

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	8	11	60,000	60,000	60,000	*	*	*	*	*	*	*
Director of sales and marketing	5	7	65,000	60,000	68,000	6,000	*	*	*	*	*	*
Executive chef	3	3	60,000	60,000	60,000	*	*	*	*	*	*	*
Food and beverage service supervisor	3	21	39,333	30,995	48,394	*	2	6	*	*	*	*
Superintendent maintenance / groundskeeper	2	2	*	*	*	*	3	7	16.25	16.25	20.00	*
Bartender	*	*	*	*	*	*	4	31	9.00	9.00	9.00	*
Cook	*	*	*	*	*	*	7	73	11.44	11.44	17.00	*
Food and beverage server	*	*	*	*	*	*	6	149	9.00	9.00	9.00	*
Food counter attendant	*	*	*	*	*	*	3	86	10.25	10.25	11.34	*
Front desk agent	*	*	*	*	*	*	8	54	13.80	13.00	16.00	500
Host/hostess	*	*	*	*	*	*	3	20	10.25	10.25	11.34	*
Housekeeping room attendant	*	*	*	*	*	*	5	87	15.00	15.00	17.34	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	6	14	13.80	13.80	21.00	*
Retail sales clerk	*	*	*	*	*	*	4	156	10.25	10.25	12.90	*
Sales representative or ticket agent	3	18	42,016	35,422	55,307	*	1	1	*	*	*	*
Travel counsellor	*	*	*	*	*	*	3	42	16.19	14.00	17.13	*

Summary Compensation Table (Market Median)

British Columbia - Other Regions

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	61	201	40,000	30,000	50,000	2,500	10	20	18.00	12.00	15.00	*
Accommodation service manager	8	15	36,000	37,000	50,000	*	5	5	16.50	16.09	16.50	*
Accommodation, travel, or related services supervisor	2	11	*	*	*	*	4	5	25.00	25.00	25.00	*
Assistant manager	3	4	22,000	22,000	22,000	*	1	4	*	*	*	*
Director of sales and marketing	9	9	54,000	61,000	65,000	*	3	3	18.00	18.00	24.00	*
Executive chef	13	23	54,000	50,000	55,000	5,000	4	10	12.00	12.00	16.00	*
Executive housekeeper	8	10	34,000	34,000	42,000	1,000	8	9	15.00	13.00	15.00	1,000
Food and beverage service supervisor	3	5	*	28,000	28,000	*	11	32	12.50	12.00	15.00	*
Other manager, non-guest services	8	9	38,000	37,000	40,000	1,000	7	10	10.25	10.25	12.25	*
Restaurant and food service manager	14	23	41,600	35,360	48,000	5,000	3	4	16.00	16.00	18.00	*
Superintendent maintenance / groundskeeper	7	8	60,000	50,000	65,000	*	7	12	15.00	13.00	17.50	*
Travel agency manager	6	8	46,000	39,180	49,140	1,000	*	*	*	*	*	*
Bartender	*	*	*	*	*	*	10	31	11.00	10.00	12.00	*
Cook	*	*	*	*	*	*	36	191	11.00	10.50	15.00	100
Food and beverage server	*	*	*	*	*	*	35	284	10.25	9.50	12.50	50
Food counter attendant	*	*	*	*	*	*	14	64	10.25	10.25	12.00	*
Front desk agent	1	4	*	*	*	*	33	151	12.00	11.65	14.81	200
Guest services attendant	1	1	*	*	*	*	5	31	*	10.50	13.19	*
Host/hostess	*	*	*	*	*	*	7	20	10.25	10.25	11.00	*
Housekeeping room attendant	1	6	*	*	*	*	45	330	12.00	11.00	13.19	200
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	5	17	16.00	16.00	18.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	20	62	10.50	10.25	12.25	*
Landscaping and grounds maintenance labourer	2	5	*	*	*	*	10	36	14.00	11.00	16.00	*

Summary Compensation Table (Market Median)

British Columbia - Other Regions

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Operator or attendant	*	*	*	*	*	*	4	54	21.00	10.25	10.25	*
Other customer/information services representative	*	*	*	*	*	*	3	10	11.00	11.00	11.00	*
Outdoor adventure guide	*	*	*	*	*	*	5	74	12.00	13.50	15.00	650
Performing artists, athletes or related occupations	3	4	50,000	45,000	50,000	*	2	4	*	*	*	*
Retail sales clerk	*	*	*	*	*	*	7	40	10.25	10.25	11.00	*
Sales representative or ticket agent	4	8	*	37,000	42,000	12,000	1	1	*	*	*	*
Sous chef	5	14	40,000	40,000	45,000	*	5	6	10.50	10.50	10.50	*
Tour guide	1	4	*	*	*	*	4	13	13.50	13.50	13.50	*
Travel counsellor	6	17	29,120	19,988	30,279	*	10	23	12.00	12.00	13.00	3,057

Summary Compensation Table (Market Median)

British Columbia - Non union

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	124	288	40,000	40,000	50,000	2,500	16	27	18.00	12.50	15.00	62,000
Accommodation service manager	18	27	45,000	40,000	50,000	4,480	9	9	16.50	16.09	16.50	*
Accommodation, travel, or related services supervisor	7	23	35,000	75,000	110,000	*	5	11	16.00	16.50	17.00	*
Assistant manager	4	5	22,000	22,000	22,000	*	3	10	12.50	12.50	12.50	*
Director of sales and marketing	39	44	62,000	60,000	68,000	5,500	4	8	18.00	18.00	24.00	*
Executive chef	36	49	54,000	50,000	55,000	5,000	7	15	12.00	12.00	16.00	*
Executive housekeeper	16	19	38,000	42,000	45,000	1,200	15	23	15.00	13.00	17.00	1,000
Food and beverage service supervisor	10	31	39,333	30,995	48,394	3,390	28	115	17.75	17.75	17.75	1,700
Guest services manager	7	8	38,500	35,000	50,000	*	2	2	*	*	*	*
Manager in performing arts	2	2	*	*	*	*	3	3	13.00	13.00	13.00	*
Other manager, non-guest services	20	38	39,140	36,000	42,000	2,000	16	47	15.00	17.00	24.00	1,000
Restaurant and food service manager	36	71	48,000	45,000	56,000	1,500	12	21	10.50	12.00	15.00	*
Retail trade manager (Excl. travel agency)	3	3	40,000	40,000	55,000	*	3	3	22.00	21.00	25.00	*
Superintendent maintenance / groundskeeper	13	15	64,068	54,019	64,068	6,500	16	27	15.00	15.00	17.85	1,500
Travel agency manager	11	38	48,000	37,499	56,882	5,200	*	*	*	*	*	*
Advertising, marketing or public relations professionals	4	4	48,000	30,000	70,000	*	*	*	*	*	*	*
Bartender	*	*	*	*	*	*	32	153	10.88	10.25	12.00	650
Cook	1	1	*	*	*	*	81	616	13.25	11.50	16.00	150
Food and beverage server	*	*	*	*	*	*	86	1,141	10.25	10.25	13.00	450
Food counter attendant	*	*	*	*	*	*	28	276	10.25	10.25	12.00	150
Front desk agent	1	4	*	*	*	*	76	464	12.50	12.00	14.00	500
Guest services attendant	1	1	*	*	*	*	10	90	11.00	10.50	13.19	*
Heritage interpreter	*	*	*	*	*	*	4	24	13.50	13.50	14.00	*
Host/hostess	*	*	*	*	*	*	19	81	10.25	10.25	11.00	*

Summary Compensation Table (Market Median)

British Columbia - Non union

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Housekeeping room attendant	1	6	*	*	*	*	81	878	11.00	11.00	13.19	650
Janitor, caretaker or maintenance worker	2	2	*	*	*	*	12	87	14.00	14.00	35.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	40	201	13.70	13.70	14.00	*
Landscaping and grounds maintenance labourer	3	7	*	41,500	49,680	*	21	81	14.00	11.00	17.00	500
Operator or attendant	1	1	*	*	*	*	19	574	10.25	10.25	12.90	*
Other customer/information services representative	1	1	*	*	*	*	4	12	13.00	11.00	16.50	*
Outdoor adventure guide	1	2	*	*	*	*	10	170	12.00	12.00	15.00	500
Passenger craft operator	*	*	*	*	*	*	4	45	17.50	16.00	20.00	*
Performing artists, athletes or related occupations	4	8	40,000	45,000	50,000	5,000	2	4	*	*	*	*
Program leader or instructor	2	2	*	*	*	*	11	351	12.00	11.00	18.00	*
Retail sales clerk	*	*	*	*	*	*	26	287	10.25	10.25	12.90	350
Sales representative or ticket agent	10	36	42,016	37,000	55,307	3,793	8	46	10.25	10.25	13.00	*
Sous chef	19	48	40,685	35,000	48,394	2,500	13	23	17.00	15.00	20.00	3,540
Technical occupations in museums/galleries (Excl. interpreter)	*	*	*	*	*	*	3	5	13.50	13.50	13.50	*
Tour guide	1	4	*	*	*	*	6	57	13.50	15.00	20.00	*
Travel counsellor	12	114	32,827	20,000	39,000	11,800	26	169	14.47	14.00	17.13	315

Summary Compensation Table (Market Median)

British Columbia - Union

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Accommodation, travel, or related services supervisor	2	2	*	*	*	*	3	6	25.00	25.00	25.00	*
Conservator, curator, or museum/gallery manager	5	41	71,575	62,576	71,575	*	2	5	*	*	*	*
Director of sales and marketing	3	3	48,580	42,815	60,000	*	*	*	*	*	*	*
Food and beverage service supervisor	1	1	*	*	*	*	5	11	18.25	16.50	19.75	*
Superintendent maintenance / groundskeeper	2	2	*	*	*	*	3	17	22.21	22.21	22.21	*
Bartender	*	*	*	*	*	*	12	39	15.29	15.29	18.06	*
Cook	*	*	*	*	*	*	16	110	14.94	14.00	18.34	*
Food and beverage server	*	*	*	*	*	*	16	188	13.74	12.52	13.88	*
Food counter attendant	*	*	*	*	*	*	3	19	*	13.50	14.75	*
Front desk agent	*	*	*	*	*	*	8	53	17.31	13.41	17.88	*
Guest services attendant	*	*	*	*	*	*	6	45	12.11	12.11	12.11	*
Host/hostess	*	*	*	*	*	*	5	15	15.75	14.00	16.50	*
Housekeeping room attendant	*	*	*	*	*	*	10	164	16.75	12.57	16.76	*
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	11	42	17.66	17.66	19.04	*
Kitchen helper and related occupations	*	*	*	*	*	*	7	25	13.75	12.75	16.78	*
Landscaping and grounds maintenance labourer	1	3	*	*	*	*	7	86	18.75	14.75	25.71	*
Sous chef	2	4	*	*	*	*	3	4	21.67	16.28	22.17	*
Technical occupations in museums/galleries (Excl. Interpreter)	4	17	65,340	57,183	65,340	*	*	*	*	*	*	*

Summary Compensation Table (Market Median)

British Columbia - Full Time

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	122	286	40,000	40,000	50,000	2,500	11	12	24.00	24.00	24.00	*
Accommodation service manager	18	27	45,000	40,000	50,000	4,480	8	8	18.00	16.09	17.00	*
Accommodation, travel, or related services supervisor	8	15	35,927	35,000	45,000	*	3	7	16.50	16.50	17.00	*
Assistant manager	3	4	*	22,000	22,000	*	2	6	*	*	*	*
Conservator, curator, or museum/gallery manager	8	44	71,575	62,576	71,575	*	1	1	*	*	*	*
Director of sales and marketing	41	46	61,000	60,000	68,000	6,000	4	8	18.00	18.00	24.00	*
Executive chef	37	50	54,000	50,000	55,000	5,000	6	12	12.00	12.00	16.00	*
Executive housekeeper	18	21	41,600	41,600	45,000	1,200	12	12	18.00	17.00	19.75	500
Food and beverage service supervisor	10	15	38,000	38,000	45,000	7,000	21	72	17.75	17.00	18.00	1,700
Guest services manager	9	10	40,000	35,000	50,000	*	*	*	*	*	*	*
Other manager, non-guest services	21	41	40,000	37,000	42,000	2,000	10	38	11.00	17.00	60.00	1,048
Recreation, sports or fitness program director	3	6	54,566	47,978	54,566	*	1	1	*	*	*	*
Restaurant and food service manager	36	72	48,000	45,000	56,000	1,500	8	11	17.50	16.98	19.00	*
Retail trade manager (Excl. travel agency)	3	3	40,000	40,000	55,000	*	2	2	*	*	*	*
Superintendent maintenance / groundskeeper	15	17	60,000	52,000	64,068	6,500	15	39	16.25	15.00	18.03	1,000
Travel agency manager	11	38	48,000	37,499	56,882	5,200	*	*	*	*	*	*
Advertising, marketing or public relations professionals	5	9	54,566	47,978	54,566	*	*	*	*	*	*	*
Bartender	*	*	*	*	*	*	22	87	12.50	12.50	15.00	650
Cook	*	*	*	*	*	*	51	328	13.75	12.50	17.00	150
Food and beverage server	*	*	*	*	*	*	38	383	10.25	10.25	13.25	450
Food counter attendant	*	*	*	*	*	*	12	58	10.25	10.30	14.00	*
Front desk agent	1	4	*	*	*	*	51	271	14.00	13.00	16.00	850

Summary Compensation Table (Market Median)

British Columbia - Full Time

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Guest services attendant	1	1	*	*	*	*	10	80	13.50	13.00	16.00	*
Host/hostess	*	*	*	*	*	*	7	17	11.90	11.90	15.72	*
Housekeeping room attendant	1	3	*	*	*	*	39	537	13.60	12.57	16.25	650
Janitor, caretaker or maintenance worker	2	2	*	*	*	*	12	96	14.00	14.00	35.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	13	53	13.70	13.00	14.00	*
Landscaping and grounds maintenance labourer	4	10	45,000	41,500	48,581	*	12	64	18.75	15.00	24.75	*
Performing artists, athletes or related occupations	4	8	40,000	45,000	50,000	5,000	*	*	*	*	*	*
Program leader or instructor	2	2	*	*	*	*	3	5	27.00	27.00	30.00	*
Retail sales clerk	*	*	*	*	*	*	5	16	13.00	13.00	13.00	*
Sales representative or ticket agent	10	36	42,016	37,000	55,307	3,793	3	18	10.25	10.25	14.00	*
Sous chef	20	43	40,000	38,000	45,000	1,000	12	15	17.00	17.00	20.00	*
Technical occupations in museums/ galleries (Excl. interpreter)	4	17	65,340	57,183	65,340	*	*	*	*	*	*	*
Travel counsellor	8	70	32,000	21,000	39,000	37,800	13	71	16.19	14.00	17.13	315

Summary Compensation Table (Market Median)

British Columbia - Part Time

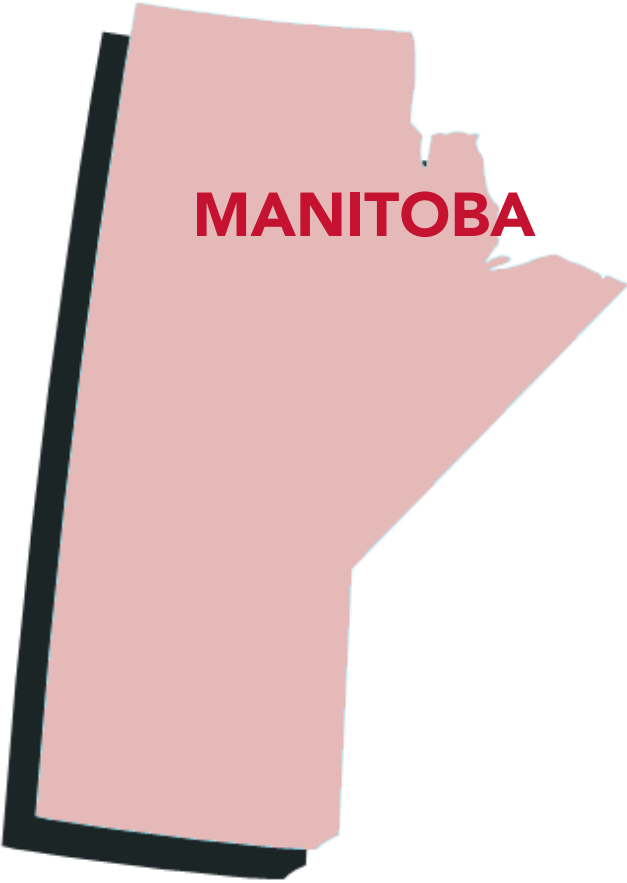
Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	2	3	*	*	*	*	4	14	*	10.75	*	*
Accommodation, travel, or related services supervisor	*	*	*	*	*	*	3	6	15.00	15.00	15.00	*
Conservator, curator, or museum/gallery manager	*	*	*	*	*	*	3	6	32.68	28.65	32.68	*
Executive housekeeper	*	*	*	*	*	*	3	4	15.00	11.00	15.00	*
Food and beverage service supervisor	1	17	*	*	*	*	7	22	22.28	22.28	22.28	*
Other manager, non-guest services	*	*	*	*	*	*	5	6	15.00	15.00	15.00	*
Restaurant and food service manager	*	*	*	*	*	*	4	10	10.50	12.00	15.00	*
Bartender	*	*	*	*	*	*	17	55	11.00	10.25	14.00	*
Cook	*	*	*	*	*	*	32	159	13.50	12.00	16.00	*
Food and beverage server	*	*	*	*	*	*	51	515	10.00	9.50	12.50	50
Food counter attendant	*	*	*	*	*	*	12	78	10.56	10.25	10.61	*
Front desk agent	*	*	*	*	*	*	19	106	12.75	12.50	13.35	200
Guest services attendant	*	*	*	*	*	*	3	37	10.25	10.25	10.25	*
Host/hostess	*	*	*	*	*	*	14	62	10.25	10.25	11.00	*
Housekeeping room attendant	1	3	*	*	*	*	36	161	12.25	11.60	14.00	400
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	7	21	17.75	17.75	18.28	*
Kitchen helper and related occupations	*	*	*	*	*	*	25	120	13.70	11.04	15.00	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	5	16	14.79	14.79	25.71	*
Operator or attendant	*	*	*	*	*	*	8	52	12.00	12.00	13.25	*
Program leader or instructor	*	*	*	*	*	*	3	30	12.00	12.00	25.00	*
Retail sales clerk	*	*	*	*	*	*	8	50	10.25	10.25	13.50	*
Travel counsellor	6	44	37,000	19,988	30,279	11,800	11	67	13.35	14.00	17.13	315

Summary Compensation Table (Market Median)

British Columbia - Seasonal

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Accommodation, travel, or related services supervisor	1	10	*	*	*	*	3	4	16.00	16.50	18.00	*
Food and beverage service supervisor	*	*	*	*	*	*	8	32	17.75	17.75	17.75	*
Superintendent maintenance / groundskeeper	*	*	*	*	*	*	3	4	16.70	14.15	18.15	*
Bartender	*	*	*	*	*	*	6	50	9.00	9.00	9.00	*
Cook	1	1	*	*	*	*	18	239	12.00	11.00	15.00	*
Food and beverage server	*	*	*	*	*	*	14	431	18.20	18.20	18.20	*
Food counter attendant	*	*	*	*	*	*	9	159	10.25	10.25	11.34	*
Front desk agent	*	*	*	*	*	*	18	140	10.25	10.25	13.00	*
Guest services attendant	*	*	*	*	*	*	3	18	*	10.50	13.19	*
Host/hostess	*	*	*	*	*	*	3	17	10.25	10.25	11.34	*
Housekeeping room attendant	*	*	*	*	*	*	19	344	10.25	10.25	13.00	600
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	4	12	16.00	14.00	17.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	8	53	13.70	13.70	13.70	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	11	87	14.00	12.00	18.00	*
Operator or attendant	*	*	*	*	*	*	12	524	10.25	10.25	12.90	*
Outdoor adventure guide	1	2	*	*	*	*	6	77	10.50	13.50	15.00	300
Program leader or instructor	*	*	*	*	*	*	7	334	12.00	11.00	18.00	*
Retail sales clerk	*	*	*	*	*	*	14	221	10.25	10.25	12.90	*
Sales representative or ticket agent	*	*	*	*	*	*	3	22	10.25	10.25	13.00	*
Sous chef	1	9	*	*	*	*	3	11	17.00	15.00	20.00	*
Tour guide	1	4	*	*	*	*	5	58	11.00	15.00	20.00	*
Travel counsellor	*	*	*	*	*	*	8	36	12.00	12.50	15.00	110

Summary Compensation Tables (Market Median)



Summary Compensation Table (Market Median)

Manitoba - All Organizations

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	37	45	50,000	50,000	60,000	6,000	9	18	15.00	14.00	17.00	6,000
Director of sales and marketing	4	4	29,120	29,120	39,130	*	1	2	*	*	*	*
Food and beverage service supervisor	*	*	*	*	*	*	10	38	15.00	14.00	17.00	*
Manager in performing arts	3	13	45,000	40,000	62,000	*	*	*	*	*	*	*
Other manager, non-guest services	6	7	35,000	30,000	38,200	*	7	13	12.50	12.00	14.50	1,000
Restaurant and food service manager	4	10	35,000	35,000	50,000	3,000	5	9	13.00	12.00	16.60	*
Superintendent maintenance / groundskeeper	1	1	*	*	*	*	3	22	*	15.00	15.00	*
Travel agency manager	3	5	45,000	*	*	*	*	*	*	*	*	*
Bartender	*	*	*	*	*	*	11	43	10.25	10.25	10.25	*
Cook	1	1	*	*	*	*	27	162	11.50	10.75	13.00	700
Delivery and courier service	*	*	*	*	*	*	4	19	11.50	10.25	13.00	*
Food and beverage server	1	2	*	*	*	*	28	323	10.25	10.25	10.25	*
Food counter attendant	*	*	*	*	*	*	10	71	11.50	10.00	14.50	*
Front desk agent	*	*	*	*	*	*	15	72	11.85	11.35	14.44	*
Heritage interpreter	*	*	*	*	*	*	4	8	11.00	11.00	11.00	*
Host/hostess	*	*	*	*	*	*	6	29	10.25	10.25	10.50	*
Housekeeping room attendant	*	*	*	*	*	*	15	110	11.07	10.38	12.77	100
Janitor, caretaker or maintenance worker	1	1	*	*	*	*	10	34	13.86	13.86	16.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	11	57	11.00	11.00	11.00	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	6	8	16.00	12.55	15.00	*
Operator or attendant	*	*	*	*	*	*	7	38	*	13.84	17.39	*
Retail sales clerk	*	*	*	*	*	*	3	5	*	12.00	12.00	*
Sales representative or ticket agent	3	6	35,000	35,000	55,000	1,000	3	50	*	11.00	31.25	*
Technical occupations in museums/ galleries (Excl. interpreter)	*	*	*	*	*	*	3	5	11.90	11.90	11.90	*
Travel counsellor	8	35	30,000	27,000	45,000	30,000	6	20	12.50	11.22	13.75	7,200

Summary Compensation Table (Market Median)

Manitoba - Food and Beverage Services

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	7	7	50,000	50,000	70,000	*	5	13	15.00	14.00	17.00	6,000
Food and beverage service supervisor	*	*	*	*	*	*	8	27	14.00	14.00	16.00	*
Other manager, non-guest services	*	*	*	*	*	*	5	10	12.50	12.00	14.50	1,000
Restaurant and food service manager	4	10	35,000	35,000	50,000	3,000	4	6	16.75	16.75	16.75	*
Bartender	*	*	*	*	*	*	5	24	10.25	10.25	10.25	*
Cook	*	*	*	*	*	*	22	129	11.50	10.50	13.00	700
Delivery and courier service	*	*	*	*	*	*	4	19	11.50	10.25	13.00	*
Food and beverage server	*	*	*	*	*	*	17	222	10.25	10.25	10.25	*
Food counter attendant	*	*	*	*	*	*	9	68	11.50	10.00	14.50	*
Kitchen helper and related occupations	*	*	*	*	*	*	7	42	11.00	11.00	11.00	*

Summary Compensation Table (Market Median)

Manitoba - Accommodation

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	14	22	40,000	50,000	100,000	7,000	*	*	*	*	*	*
Bartender	*	*	*	*	*	*	5	17	11.75	11.00	11.75	*
Cook	1	1	*	*	*	*	3	28	11.00	11.00	16.05	*
Food and beverage server	1	2	*	*	*	*	7	65	10.25	10.25	11.00	*
Front desk agent	*	*	*	*	*	*	13	56	11.85	11.35	14.44	*
Housekeeping room attendant	*	*	*	*	*	*	15	110	11.07	10.38	12.77	100
Janitor, caretaker or maintenance worker	1	1	*	*	*	*	5	14	12.00	12.25	14.80	*
Kitchen helper and related occupations	*	*	*	*	*	*	4	15	11.00	10.50	11.75	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	5	7	16.00	16.00	16.00	*

Summary Compensation Table (Market Median)

Manitoba - Recreation and Entertainment

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	10	10	50,000	54,195	55,000	3,000	4	5	15.00	15.00	15.00	*
Manager in performing arts	3	13	45,000	40,000	62,000	*	*	*	*	*	*	*
Other manager, non-guest services	5	6	38,000	33,000	38,200	*	2	3	*	*	*	*
Food and beverage server	*	*	*	*	*	*	4	36	*	12.00	15.00	*
Heritage interpreter	*	*	*	*	*	*	4	8	11.00	11.00	11.00	*
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	5	20	19.72	19.72	19.72	*
Operator or attendant	*	*	*	*	*	*	7	38	*	13.84	17.39	*
Technical occupations in museums/ galleries (Excl. interpreter)	*	*	*	*	*	*	3	5	11.90	11.90	11.90	*

Summary Compensation Table (Market Median)

Manitoba - Travel Services

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	6	6	55,000	55,000	59,000	12,000	*	*	*	*	*	*
Director of sales and marketing	3	3	65,000	60,000	85,000	*	1	2	*	*	*	*
Travel agency manager	3	5	45,000	*	*	*	*	*	*	*	*	*
Travel counsellor	8	35	30,000	27,000	45,000	30,000	6	20	12.50	11.22	13.75	7,200

Summary Compensation Table (Market Median)

Manitoba - Winnipeg

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	18	22	53,000	50,000	70,000	7,000	1	2	*	*	*	*
Director of sales and marketing	3	3	29,120	29,120	39,130	*	1	2	*	*	*	*
Food and beverage service supervisor	*	*	*	*	*	*	4	15	14.50	14.75	16.00	*
Manager in performing arts	3	13	45,000	40,000	62,000	*	*	*	*	*	*	*
Other manager, non-guest services	4	5	38,000	33,000	38,200	*	1	2	*	*	*	*
Travel agency manager	3	5	45,000	*	*	*	*	*	*	*	*	*
Cook	*	*	*	*	*	*	6	33	10.60	10.50	12.50	*
Food and beverage server	*	*	*	*	*	*	10	92	10.25	10.25	11.25	*
Front desk agent	*	*	*	*	*	*	6	42	11.85	11.35	14.50	*
Housekeeping room attendant	*	*	*	*	*	*	5	72	11.07	10.57	12.77	*
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	8	32	13.86	13.86	16.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	4	15	11.00	10.50	11.75	*
Sales representative or ticket agent	2	5	*	*	*	*	3	50	*	11.00	31.25	*
Travel counsellor	7	29	30,000	27,000	45,000	8,500	4	10	12.00	11.22	13.75	7,200

Summary Compensation Table (Market Median)

Manitoba - Other Regions

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	19	23	50,000	50,000	60,000	5,000	8	16	15.00	14.00	17.00	6,000
Food and beverage service supervisor	*	*	*	*	*	*	6	23	15.00	14.00	17.00	*
Other manager, non-guest services	2	2	*	*	*	*	6	11	12.50	12.00	14.50	1,000
Restaurant and food service manager	3	8	35,000	35,000	50,000	*	4	6	16.75	16.75	16.75	*
Bartender	*	*	*	*	*	*	9	38	10.25	10.25	10.25	*
Cook	1	1	*	*	*	*	21	129	11.50	10.75	13.50	700
Delivery and courier service	*	*	*	*	*	*	4	19	11.50	10.25	13.00	*
Food and beverage server	1	2	*	*	*	*	18	231	10.25	10.25	10.25	*
Food counter attendant	*	*	*	*	*	*	8	42	11.00	10.25	13.50	*
Front desk agent	*	*	*	*	*	*	9	30	11.00	10.38	11.75	*
Heritage interpreter	*	*	*	*	*	*	3	7	*	11.00	11.00	*
Host/hostess	*	*	*	*	*	*	5	23	10.25	10.25	10.50	*
Housekeeping room attendant	*	*	*	*	*	*	10	38	10.56	10.38	11.50	*
Kitchen helper and related occupations	*	*	*	*	*	*	7	42	11.00	11.00	11.00	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	6	8	16.00	12.55	15.00	*
Operator or attendant	*	*	*	*	*	*	6	29	*	16.15	17.43	*
Travel counsellor	1	6	*	*	*	*	4	10	12.50	11.22	15.50	6,500

Summary Compensation Table (Market Median)

Manitoba - Non union

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	36	44	50,000	50,000	60,000	6,000	9	18	15.00	14.00	17.00	6,000
Director of sales and marketing	4	4	29,120	29,120	39,130	*	1	2	*	*	*	*
Food and beverage service supervisor	*	*	*	*	*	*	10	38	15.00	14.00	17.00	*
Manager in performing arts	3	13	45,000	40,000	62,000	*	*	*	*	*	*	*
Other manager, non-guest services	6	7	35,000	30,000	38,200	*	7	13	12.50	12.00	14.50	1,000
Restaurant and food service manager	4	10	35,000	35,000	50,000	3,000	5	9	13.00	12.00	16.60	*
Travel agency manager	3	5	45,000	*	*	*	*	*	*	*	*	*
Bartender	*	*	*	*	*	*	10	39	10.25	10.25	10.25	*
Cook	1	1	*	*	*	*	26	154	11.50	10.60	13.00	700
Delivery and courier service	*	*	*	*	*	*	4	19	11.50	10.25	13.00	*
Food and beverage server	1	2	*	*	*	*	27	316	10.25	10.25	10.25	*
Food counter attendant	*	*	*	*	*	*	10	71	11.50	10.00	14.50	*
Front desk agent	*	*	*	*	*	*	12	53	11.85	11.33	14.00	*
Heritage interpreter	*	*	*	*	*	*	3	7	11.00	11.00	11.00	*
Host/hostess	*	*	*	*	*	*	5	25	10.25	10.25	10.50	*
Housekeeping room attendant	*	*	*	*	*	*	14	105	11.07	10.38	12.77	100
Janitor, caretaker or maintenance worker	1	1	*	*	*	*	4	13	12.00	12.25	14.80	*
Kitchen helper and related occupations	*	*	*	*	*	*	11	57	11.00	11.00	11.00	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	6	8	16.00	12.55	15.00	*
Retail sales clerk	*	*	*	*	*	*	3	5	*	12.00	12.00	*
Sales representative or ticket agent	3	6	35,000	35,000	55,000	1,000	2	48	*	*	*	*
Technical occupations in museums/ galleries (Excl. interpreter)	*	*	*	*	*	*	3	5	11.90	11.90	11.90	*
Travel counsellor	8	35	30,000	27,000	45,000	30,000	5	17	12.00	11.00	13.75	6,500

Summary Compensation Table (Market Median)

Manitoba - Union

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Front desk agent	*	*	*	*	*	*	3	19	*	11.51	16.00	*
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	6	21	17.77	17.77	19.72	*
Operator or attendant	*	*	*	*	*	*	6	29	*	16.15	17.43	*

Summary Compensation Table (Market Median)

Manitoba - Full Time

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	33	39	50,000	50,000	60,000	6,000	8	16	15.00	14.00	17.00	6,000
Director of sales and marketing	4	4	29,120	29,120	39,130	*	1	2	*	*	*	*
Food and beverage service supervisor	*	*	*	*	*	*	8	28	15.00	14.00	17.00	*
Manager in performing arts	3	13	45,000	40,000	62,000	*	*	*	*	*	*	*
Other manager, non-guest services	4	5	38,000	33,000	40,000	*	3	7	12.50	12.00	14.50	*
Restaurant and food service manager	4	10	35,000	35,000	50,000	3,000	3	5	16.75	16.75	16.75	*
Superintendent maintenance / groundskeeper	1	1	*	*	*	*	3	19	*	15.00	15.00	*
Travel agency manager	3	5	45,000	*	*	*	*	*	*	*	*	*
Bartender	*	*	*	*	*	*	7	22	10.50	10.50	12.00	*
Cook	*	*	*	*	*	*	13	72	12.00	10.75	15.00	700
Food and beverage server	*	*	*	*	*	*	13	98	10.25	10.25	10.25	*
Food counter attendant	*	*	*	*	*	*	4	8	13.50	10.25	13.50	*
Front desk agent	*	*	*	*	*	*	9	45	11.85	11.00	14.50	*
Housekeeping room attendant	*	*	*	*	*	*	7	62	11.07	10.57	12.77	*
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	7	20	13.00	12.25	15.36	*
Kitchen helper and related occupations	*	*	*	*	*	*	7	29	11.00	11.00	11.00	*
Sales representative or ticket agent	3	6	35,000	35,000	55,000	1,000	3	50	*	11.00	31.25	*
Travel counsellor	8	30	30,000	27,000	48,000	8,500	4	9	11.25	11.00	15.50	8,430

Summary Compensation Table (Market Median)

Manitoba - Part Time

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Food and beverage service supervisor	*	*	*	*	*	*	3	10	17.00	17.00	17.00	*
Other manager, non-guest services	2	2	*	*	*	*	4	6	15.00	15.00	15.00	*
Bartender	*	*	*	*	*	*	5	21	10.25	10.25	10.25	*
Cook	*	*	*	*	*	*	14	88	10.60	10.25	12.00	*
Food and beverage server	*	*	*	*	*	*	14	213	10.25	10.25	10.50	*
Food counter attendant	*	*	*	*	*	*	6	63	11.50	10.00	14.50	*
Front desk agent	*	*	*	*	*	*	5	26	11.33	11.50	14.00	*
Host/hostess	*	*	*	*	*	*	5	25	10.25	10.25	10.50	*
Housekeeping room attendant	*	*	*	*	*	*	8	46	10.56	10.25	11.00	*
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	4	14	17.77	17.77	17.77	*
Kitchen helper and related occupations	*	*	*	*	*	*	6	28	11.00	11.00	11.00	*

Summary Compensation Table (Market Median)

Manitoba - Seasonal

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Heritage interpreter	*	*	*	*	*	*	3	7	*	11.00	11.00	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	4	5	16.00	16.00	16.00	*
Operator or attendant	*	*	*	*	*	*	6	28	*	16.15	17.43	*

Summary Compensation Tables (Market Median)



Summary Compensation Table (Market Median)

New Brunswick - All Organizations

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	18	23	35,000	35,000	44,000	2,000	3	3	*	19.62	19.62	*
Accommodation service manager	3	9	37,000	31,000	38,000	*	2	5	*	*	*	*
Accommodation, travel, or related services supervisor	*	*	*	*	*	*	4	16	11.25	10.13	11.25	*
Director of sales and marketing	4	7	37,000	37,000	40,000	15,000	1	1	*	*	*	*
Executive chef	3	3	50,000	40,000	50,000	*	1	4	*	*	*	*
Executive housekeeper	4	8	34,000	31,000	40,000	*	1	1	*	*	*	*
Food and beverage service supervisor	2	2	*	*	*	*	3	13	11.00	11.00	12.00	*
Restaurant and food service manager	4	6	48,000	41,000	48,000	*	2	11	*	*	*	*
Superintendent maintenance / groundskeeper	3	4	45,000	40,000	50,000	*	4	11	13.50	12.00	16.00	*
Cook	*	*	*	*	*	*	10	52	12.00	10.00	12.00	*
Food and beverage server	*	*	*	*	*	*	16	125	10.00	10.00	10.28	*
Food counter attendant	*	*	*	*	*	*	8	122	10.00	10.00	11.00	*
Front desk agent	*	*	*	*	*	*	18	74	11.95	11.00	12.50	*
Guest services attendant	*	*	*	*	*	*	6	29	11.35	10.00	12.00	*
Host/hostess	1	1	*	*	*	*	5	14	12.57	11.31	12.57	*
Housekeeping room attendant	*	*	*	*	*	*	22	184	11.25	10.21	11.34	150
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	3	9	*	14.42	16.02	*
Kitchen helper and related occupations	*	*	*	*	*	*	6	22	11.74	10.57	11.95	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	6	19	13.10	13.10	13.10	*
Program leader or instructor	*	*	*	*	*	*	4	6	16.25	16.25	17.60	*
Sales representative or ticket agent	3	21	21,000	21,000	60,000	*	1	3	*	*	*	*
Sous chef	4	7	35,922	32,332	35,922	*	1	3	*	*	*	*
Tour guide	1	1	*	*	*	*	7	27	10.00	10.00	11.00	*
Travel counsellor	2	6	*	*	*	*	5	18	11.00	9.50	13.42	7,309

Summary Compensation Table (Market Median)

New Brunswick - Food and Beverage Services

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	4	5	*	35,000	44,000	*	*	*	*	*	*	*
Cook	*	*	*	*	*	*	3	7	*	10.00	12.00	*
Food and beverage server	*	*	*	*	*	*	5	16	10.00	10.00	*	*
Food counter attendant	*	*	*	*	*	*	5	108	10.00	10.00	11.00	*

Summary Compensation Table (Market Median)

New Brunswick - Accommodation

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	7	11	68,000	60,000	78,000	20,000	*	*	*	*	*	*
Accommodation service manager	3	9	37,000	31,000	38,000	*	2	5	*	*	*	*
Accommodation, travel, or related services supervisor	*	*	*	*	*	*	3	15	11.25	10.13	11.25	*
Director of sales and marketing	3	6	53,039	47,737	53,039	15,000	*	*	*	*	*	*
Executive chef	3	3	50,000	40,000	50,000	*	*	*	*	*	*	*
Executive housekeeper	4	8	34,000	31,000	40,000	*	1	1	*	*	*	*
Restaurant and food service manager	4	6	48,000	41,000	48,000	*	*	*	*	*	*	*
Superintendent maintenance / groundskeeper	3	4	45,000	40,000	50,000	*	4	11	13.50	12.00	16.00	*
Cook	*	*	*	*	*	*	6	41	12.00	11.00	14.00	*
Food and beverage server	*	*	*	*	*	*	11	109	10.00	10.00	10.00	*
Front desk agent	*	*	*	*	*	*	16	70	11.95	11.00	12.50	*
Guest services attendant	*	*	*	*	*	*	5	27	11.35	10.00	12.00	*
Host/hostess	1	1	*	*	*	*	3	9	10.00	10.00	10.00	*
Housekeeping room attendant	*	*	*	*	*	*	22	184	11.25	10.21	11.34	150
Kitchen helper and related occupations	*	*	*	*	*	*	5	16	10.87	10.00	11.34	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	5	9	10.00	10.00	14.00	*
Sous chef	4	7	35,922	32,332	35,922	*	*	*	*	*	*	*

Summary Compensation Table (Market Median)

New Brunswick - Recreation and Entertainment

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	7	7	48,000	48,000	50,000	*	3	3	*	19.62	19.62	*
Program leader or instructor	*	*	*	*	*	*	4	6	16.25	16.25	17.60	*
Tour guide	1	1	*	*	*	*	7	27	10.00	10.00	11.00	*

Summary Compensation Table (Market Median)

New Brunswick - Travel Services

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Travel counsellor	1	5	*	*	*	*	5	18	11.00	9.50	13.42	7,309

Summary Compensation Table (Market Median)

New Brunswick - Central

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Travel counsellor	1	1	*	*	*	*	4	11	10.00	10.00	12.75	*

Summary Compensation Table (Market Median)

New Brunswick - Southern

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	12	15	35,000	35,000	44,000	2,000	1	1	*	*	*	*
Accommodation service manager	3	8	37,000	31,000	38,000	*	2	5	*	*	*	*
Accommodation, travel, or related services supervisor	*	*	*	*	*	*	3	15	11.25	10.13	11.25	*
Director of sales and marketing	3	6	53,039	47,737	53,039	15,000	*	*	*	*	*	*
Executive housekeeper	3	6	37,000	35,000	40,000	*	1	1	*	*	*	*
Food and beverage service supervisor	*	*	*	*	*	*	3	13	11.00	11.00	12.00	*
Restaurant and food service manager	3	5	48,000	41,000	48,000	*	2	11	*	*	*	*
Superintendent maintenance / groundskeeper	2	3	*	*	*	*	4	8	14.40	12.05	16.10	*
Cook	*	*	*	*	*	*	5	35	12.25	11.03	14.00	*
Food and beverage server	*	*	*	*	*	*	9	93	10.00	10.00	10.00	*
Food counter attendant	*	*	*	*	*	*	5	106	10.00	10.00	11.00	*
Front desk agent	*	*	*	*	*	*	11	45	11.95	11.00	12.50	*
Guest services attendant	*	*	*	*	*	*	5	27	11.35	10.00	12.00	*
Host/hostess	1	1	*	*	*	*	3	7	12.00	10.15	12.00	*
Housekeeping room attendant	*	*	*	*	*	*	16	137	11.34	10.21	11.34	*
Kitchen helper and related occupations	*	*	*	*	*	*	6	19	13.77	13.77	13.77	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	4	16	13.10	13.10	13.10	*
Sales representative or ticket agent	3	15	21,000	21,000	60,000	*	1	3	*	*	*	*
Sous chef	3	6	46,000	38,260	46,000	*	*	*	*	*	*	*
Tour guide	*	*	*	*	*	*	4	11	10.00	10.00	11.00	*
Travel counsellor	1	5	*	*	*	*	3	7	13.06	9.50	13.42	7,309

Summary Compensation Table (Market Median)

New Brunswick - Northern

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	6	7	33,905	39,442	39,442	*	1	1	*	*	*	*
Cook	*	*	*	*	*	*	6	17	*	10.00	12.00	*
Food and beverage server	*	*	*	*	*	*	6	27	10.00	10.00	11.00	*
Food counter attendant	*	*	*	*	*	*	4	16	11.00	10.00	16.50	*
Front desk agent	*	*	*	*	*	*	8	23	11.00	11.00	12.50	*
Housekeeping room attendant	*	*	*	*	*	*	8	35	10.00	11.00	11.00	*

Summary Compensation Table (Market Median)

New Brunswick - Non union

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	18	23	35,000	35,000	44,000	2,000	3	3	*	19.62	19.62	*
Accommodation service manager	3	9	37,000	31,000	38,000	*	2	5	*	*	*	*
Director of sales and marketing	4	7	37,000	37,000	40,000	15,000	1	1	*	*	*	*
Executive chef	3	3	50,000	40,000	50,000	*	1	4	*	*	*	*
Executive housekeeper	4	8	34,000	31,000	40,000	*	1	1	*	*	*	*
Restaurant and food service manager	4	6	48,000	41,000	48,000	*	2	11	*	*	*	*
Superintendent maintenance / groundskeeper	3	4	45,000	40,000	50,000	*	3	7	13.50	12.00	16.00	*
Cook	*	*	*	*	*	*	7	35	11.50	10.00	12.00	*
Food and beverage server	*	*	*	*	*	*	10	70	10.00	10.00	10.50	*
Food counter attendant	*	*	*	*	*	*	7	114	10.00	10.00	11.00	*
Front desk agent	*	*	*	*	*	*	17	63	11.95	11.00	12.50	*
Guest services attendant	*	*	*	*	*	*	5	22	11.35	11.00	12.00	*
Host/hostess	1	1	*	*	*	*	3	6	10.00	10.00	10.00	*
Housekeeping room attendant	*	*	*	*	*	*	17	125	10.00	10.00	12.00	150
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	5	9	10.00	10.00	14.00	*
Sales representative or ticket agent	3	21	21,000	21,000	60,000	*	*	*	*	*	*	*
Sous chef	4	7	35,922	32,332	35,922	*	1	3	*	*	*	*
Tour guide	1	1	*	*	*	*	7	27	10.00	10.00	11.00	*
Travel counsellor	2	6	*	*	*	*	5	18	11.00	9.50	13.42	7,309

Summary Compensation Table (Market Median)

New Brunswick - Union

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Accommodation, travel, or related services supervisor	*	*	*	*	*	*	3	15	11.25	10.13	11.25	*
Cook	*	*	*	*	*	*	3	17	14.30	12.96	14.30	*
Food and beverage server	*	*	*	*	*	*	6	55	10.00	10.00	10.00	*
Front desk agent	*	*	*	*	*	*	3	11	13.04	11.74	13.04	*
Housekeeping room attendant	*	*	*	*	*	*	6	59	11.34	10.21	11.34	*
Kitchen helper and related occupations	*	*	*	*	*	*	5	16	13.77	13.77	13.77	*

Summary Compensation Table (Market Median)

New Brunswick - Full Time

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	17	22	35,000	35,000	44,000	2,000	2	2	*	*	*	*
Accommodation service manager	3	9	37,000	31,000	38,000	*	2	5	*	*	*	*
Accommodation, travel, or related services supervisor	*	*	*	*	*	*	3	10	12.57	11.31	12.57	*
Director of sales and marketing	4	7	37,000	37,000	40,000	15,000	*	*	*	*	*	*
Executive chef	3	3	50,000	40,000	50,000	*	*	*	*	*	*	*
Executive housekeeper	4	8	34,000	31,000	40,000	*	1	1	*	*	*	*
Restaurant and food service manager	4	6	48,000	41,000	48,000	*	2	11	*	*	*	*
Superintendent maintenance / groundskeeper	3	4	45,000	40,000	50,000	*	4	11	13.50	12.00	16.00	*
Cook	*	*	*	*	*	*	5	33	12.00	11.03	14.00	*
Food and beverage server	*	*	*	*	*	*	7	47	10.00	10.00	10.28	*
Food counter attendant	*	*	*	*	*	*	3	43	10.00	10.00	12.00	*
Front desk agent	*	*	*	*	*	*	11	48	11.95	11.00	13.00	*
Guest services attendant	*	*	*	*	*	*	4	22	11.35	10.00	12.00	*
Housekeeping room attendant	*	*	*	*	*	*	12	120	11.34	10.21	11.75	150
Sales representative or ticket agent	3	21	21,000	21,000	60,000	*	1	3	*	*	*	*
Sous chef	4	7	35,922	32,332	35,922	*	1	3	*	*	*	*

Summary Compensation Table (Market Median)

New Brunswick - Part Time

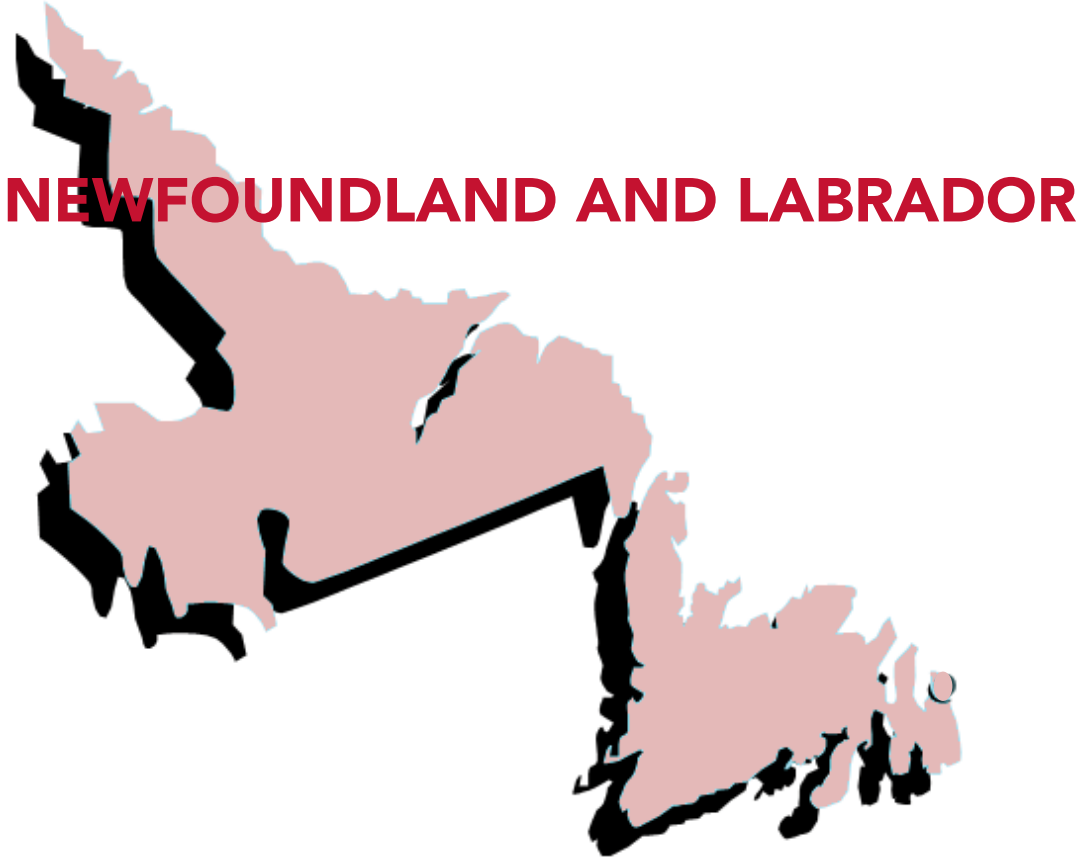
Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Cook	*	*	*	*	*	*	4	12	11.50	10.00	12.00	*
Food and beverage server	*	*	*	*	*	*	7	38	10.00	10.00	10.50	*
Food counter attendant	*	*	*	*	*	*	3	69	10.00	10.00	11.00	*
Front desk agent	*	*	*	*	*	*	8	22	10.65	11.00	12.00	*
Housekeeping room attendant	*	*	*	*	*	*	8	48	10.00	10.00	11.34	*

Summary Compensation Table (Market Median)

New Brunswick - Seasonal

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Food and beverage server	*	*	*	*	*	*	3	40	10.00	10.00	10.00	*
Food counter attendant	*	*	*	*	*	*	3	10	13.21	*	*	*
Host/hostess	*	*	*	*	*	*	3	9	13.76	13.76	13.76	*
Housekeeping room attendant	*	*	*	*	*	*	4	16	11.00	10.87	11.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	3	10	13.77	13.77	13.77	*
Program leader or instructor	*	*	*	*	*	*	3	5	16.25	16.25	17.60	*
Tour guide	1	1	*	*	*	*	5	20	10.00	10.00	11.00	*

Summary Compensation Tables (Market Median)



**Summary Compensation Table (Market Median)
Newfoundland and Labrador - All Organizations**

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	21	23	45,000	43,000	48,000	5,000	9	9	10.75	12.00	12.00	*
Accommodation service manager	3	4	40,000	38,000	44,000	*	*	*	*	*	*	*
Director of sales and marketing	4	4	48,000	45,000	55,000	*	*	*	*	*	*	*
Executive chef	4	4	32,000	35,000	42,000	4,000	1	1	*	*	*	*
Food and beverage service supervisor	*	*	*	*	*	*	4	15	12.00	11.00	14.50	4,000
Manager in performing arts	3	5	26,000	26,000	26,000	*	1	1	*	*	*	*
Other manager, non-guest services	4	4	40,000	40,000	40,000	*	2	3	*	*	*	*
Superintendent maintenance / groundskeeper	*	*	*	*	*	*	3	5	14.00	12.50	15.00	*
Bartender	*	*	*	*	*	*	10	35	10.50	10.50	12.00	*
Cook	*	*	*	*	*	*	12	56	11.03	11.03	11.59	187
Food and beverage server	*	*	*	*	*	*	11	67	10.61	10.61	10.61	750
Food counter attendant	*	*	*	*	*	*	6	48	10.50	10.50	11.50	*
Front desk agent	*	*	*	*	*	*	13	61	13.00	11.00	15.25	500
Heritage interpreter	*	*	*	*	*	*	3	10	18.30	16.96	18.30	*
Housekeeping room attendant	*	*	*	*	*	*	15	114	12.12	12.12	15.37	1,350
Kitchen helper and related occupations	*	*	*	*	*	*	5	31	11.03	11.03	11.59	*
Operator or attendant	1	7	*	*	*	*	3	8	12.00	12.00	13.00	*
Tour guide	*	*	*	*	*	*	6	28	14.00	14.00	15.00	*
Travel counsellor	1	5	*	*	*	*	4	30	18.64	18.64	24.30	18,500

Summary Compensation Table (Market Median)
Newfoundland and Labrador - Food and Beverage Services

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	4	4	45,000	43,000	48,000	*	2	2	*	*	*	*
Bartender	*	*	*	*	*	*	4	9	10.50	10.50	12.00	*
Cook	*	*	*	*	*	*	3	22	11.03	11.03	11.59	*
Food and beverage server	*	*	*	*	*	*	3	24	10.61	10.61	10.61	*
Food counter attendant	*	*	*	*	*	*	4	45	10.50	10.50	11.50	*

**Summary Compensation Table (Market Median)
Newfoundland and Labrador - Accommodation**

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	8	10	48,000	48,000	55,000	3,000	5	5	12.00	12.00	12.00	*
Accommodation service manager	3	4	40,000	38,000	44,000	*	*	*	*	*	*	*
Bartender	*	*	*	*	*	*	6	26	11.15	11.15	15.00	*
Cook	*	*	*	*	*	*	7	28	15.34	14.00	18.00	187
Food and beverage server	*	*	*	*	*	*	7	38	11.68	11.68	13.15	350
Front desk agent	*	*	*	*	*	*	11	51	13.00	12.50	15.25	500
Housekeeping room attendant	*	*	*	*	*	*	14	113	12.12	12.12	15.37	1,350

Summary Compensation Table (Market Median)
Newfoundland and Labrador - Recreation and Entertainment

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	6	6	40,000	40,000	50,000	*	2	2	*	*	*	*
Manager in performing arts	3	5	26,000	26,000	26,000	*	1	1	*	*	*	*
Other manager, non-guest services	4	4	40,000	40,000	40,000	*	1	2	*	*	*	*
Heritage interpreter	*	*	*	*	*	*	3	10	18.30	16.96	18.30	*
Tour guide	*	*	*	*	*	*	4	8	10.00	10.00	10.00	*

Summary Compensation Table (Market Median)

Newfoundland and Labrador - Travel Services

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Travel counsellor	1	5	*	*	*	*	4	30	18.64	18.64	24.30	18,500

Summary Compensation Table (Market Median)

Newfoundland and Labrador - St. John's

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	13	13	75,000	75,000	95,000	10,000	3	3	10.00	10.00	12.00	*
Director of sales and marketing	3	3	48,000	45,000	55,000	*	*	*	*	*	*	*
Executive chef	4	4	32,000	35,000	42,000	4,000	1	1	*	*	*	*
Bartender	*	*	*	*	*	*	7	30	10.00	10.00	12.00	*
Cook	*	*	*	*	*	*	5	40	11.03	11.03	11.59	*
Food and beverage server	*	*	*	*	*	*	6	50	10.61	10.61	10.61	750
Food counter attendant	*	*	*	*	*	*	5	47	10.50	10.50	11.50	*
Front desk agent	*	*	*	*	*	*	9	36	13.20	13.00	16.80	*
Housekeeping room attendant	*	*	*	*	*	*	8	77	12.12	12.12	15.37	*
Kitchen helper and related occupations	*	*	*	*	*	*	3	23	11.03	11.03	11.59	*
Travel counsellor	1	5	*	*	*	*	4	9	18.64	18.64	24.30	18,500

**Summary Compensation Table (Market Median)
Newfoundland and Labrador - Other Regions**

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	9	10	37,000	30,000	40,000	5,000	6	6	10.75	13.75	13.75	*
Bartender	*	*	*	*	*	*	3	5	10.50	*	*	*
Cook	*	*	*	*	*	*	7	16	10.50	10.50	12.00	*
Food and beverage server	*	*	*	*	*	*	5	17	10.00	10.00	10.00	*
Front desk agent	*	*	*	*	*	*	6	25	11.50	10.00	12.50	*
Heritage interpreter	*	*	*	*	*	*	3	10	18.30	16.96	18.30	*
Housekeeping room attendant	*	*	*	*	*	*	9	37	11.00	11.00	12.00	*
Operator or attendant	*	*	*	*	*	*	3	8	12.00	12.00	13.00	*
Tour guide	*	*	*	*	*	*	4	14	10.00	10.00	10.00	*
Travel counsellor	*	*	*	*	*	*	3	21	18.64	18.64	24.30	18,500

Summary Compensation Table (Market Median)

Newfoundland and Labrador - Non union

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	19	21	40,000	30,000	40,000	10,000	9	9	10.75	12.00	12.00	*
Accommodation service manager	3	4	40,000	38,000	44,000	*	*	*	*	*	*	*
Director of sales and marketing	4	4	48,000	45,000	55,000	*	*	*	*	*	*	*
Executive chef	4	4	32,000	35,000	42,000	4,000	1	1	*	*	*	*
Food and beverage service supervisor	*	*	*	*	*	*	4	15	12.00	11.00	14.50	4,000
Manager in performing arts	3	4	30,000	30,000	60,000	*	1	1	*	*	*	*
Other manager, non-guest services	3	3	40,000	40,000	40,000	*	2	3	*	*	*	*
Superintendent maintenance / groundskeeper	*	*	*	*	*	*	3	5	14.00	12.50	15.00	*
Bartender	*	*	*	*	*	*	8	23	10.50	10.00	12.00	*
Cook	*	*	*	*	*	*	8	21	11.00	10.50	12.00	187
Food and beverage server	*	*	*	*	*	*	8	32	10.00	10.00	10.25	750
Food counter attendant	*	*	*	*	*	*	6	48	10.50	10.50	11.50	*
Front desk agent	*	*	*	*	*	*	10	43	11.75	11.00	12.50	500
Housekeeping room attendant	*	*	*	*	*	*	12	64	11.50	11.00	12.00	1,350
Operator or attendant	1	7	*	*	*	*	3	8	12.00	12.00	13.00	*
Tour guide	*	*	*	*	*	*	6	28	14.00	14.00	15.00	*

Summary Compensation Table (Market Median)

Newfoundland and Labrador - Union

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Cook	*	*	*	*	*	*	4	35	11.03	11.03	11.59	*
Food and beverage server	*	*	*	*	*	*	3	35	10.61	10.61	10.61	*
Front desk agent	*	*	*	*	*	*	3	18	13.20	13.20	16.80	*
Housekeeping room attendant	*	*	*	*	*	*	3	50	12.12	12.12	15.37	*
Kitchen helper and related occupations	*	*	*	*	*	*	3	23	11.03	11.03	11.59	*
Travel counsellor	*	*	*	*	*	*	3	28	18.64	18.64	24.30	18,500

Summary Compensation Table (Market Median)

Newfoundland and Labrador - Full Time

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	19	21	45,000	43,000	48,000	5,000	5	5	10.75	10.00	12.00	*
Accommodation service manager	3	4	40,000	38,000	44,000	*	*	*	*	*	*	*
Director of sales and marketing	4	4	48,000	45,000	55,000	*	*	*	*	*	*	*
Executive chef	4	4	32,000	35,000	42,000	4,000	1	1	*	*	*	*
Food and beverage service supervisor	*	*	*	*	*	*	4	15	12.00	11.00	14.50	4,000
Other manager, non-guest services	4	4	40,000	40,000	40,000	*	1	1	*	*	*	*
Bartender	*	*	*	*	*	*	4	14	12.50	12.50	12.50	*
Cook	*	*	*	*	*	*	7	43	11.03	11.03	11.59	*
Food and beverage server	*	*	*	*	*	*	4	21	11.68	11.68	13.15	*
Front desk agent	*	*	*	*	*	*	6	35	13.00	13.00	16.80	*
Housekeeping room attendant	*	*	*	*	*	*	6	84	12.12	12.12	15.37	*

Summary Compensation Table (Market Median)

Newfoundland and Labrador - Part Time

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Bartender	*	*	*	*	*	*	5	19	10.00	10.00	12.00	*
Food and beverage server	*	*	*	*	*	*	5	36	10.61	10.61	10.61	*
Food counter attendant	*	*	*	*	*	*	4	21	10.50	10.00	11.00	*
Front desk agent	*	*	*	*	*	*	4	13	12.50	12.50	12.50	*
Housekeeping room attendant	*	*	*	*	*	*	3	8	11.25	11.00	12.00	*

Summary Compensation Table (Market Median)

Newfoundland and Labrador - Seasonal

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Cook	*	*	*	*	*	*	4	12	11.50	11.50	13.00	*
Food and beverage server	*	*	*	*	*	*	3	10	*	10.50	10.50	*
Front desk agent	*	*	*	*	*	*	3	13	*	10.00	12.00	*
Housekeeping room attendant	*	*	*	*	*	*	8	22	10.00	11.00	12.00	*
Operator or attendant	1	7	*	*	*	*	3	8	12.00	12.00	13.00	*
Tour guide	*	*	*	*	*	*	5	27	14.00	14.00	16.00	*

Summary Compensation Tables (Market Median)



Summary Compensation Table (Market Median)

Nova Scotia - All Organizations

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	27	41	30,000	30,000	49,000	*	6	6	35.13	18.00	20.00	*
Accommodation service manager	14	24	32,000	30,000	42,000	1,300	3	22	12.02	15.38	15.38	*
Accommodation, travel, or related services supervisor	2	5	*	*	*	*	4	8	19.00	19.00	22.00	*
Assistant manager	1	2	*	*	*	*	4	5	12.00	12.00	12.00	*
Conservator, curator, or museum/gallery manager	3	3	25,500	*	*	*	1	2	*	*	*	*
Director of sales and marketing	9	12	52,319	50,000	60,000	*	1	1	*	*	*	*
Executive chef	7	10	42,000	36,000	50,000	*	4	4	14.00	14.00	16.00	*
Executive housekeeper	8	12	32,322	29,257	40,000	850	3	7	14.50	12.50	16.00	*
Food and beverage service supervisor	4	10	37,000	37,000	37,000	1,550	6	8	12.00	12.00	14.00	*
Other manager, non-guest services	6	15	35,700	35,700	35,700	*	2	2	*	*	*	*
Restaurant and food service manager	6	11	47,000	45,000	50,000	4,000	5	12	15.00	15.00	15.00	*
Superintendent maintenance / groundskeeper	5	6	50,000	50,000	55,000	*	7	23	14.50	12.82	16.00	*
Bartender	*	*	*	*	*	*	13	58	10.15	10.15	10.15	650
Cook	2	5	*	*	*	*	19	131	11.75	10.15	14.00	*
Food and beverage server	*	*	*	*	*	*	31	282	10.15	10.15	10.25	450
Food counter attendant	*	*	*	*	*	*	4	21	10.15	10.15	10.15	*
Front desk agent	1	3	*	*	*	*	32	139	11.00	10.50	12.50	1,000
Guest services attendant	*	*	*	*	*	*	10	59	12.70	10.75	12.65	*
Heritage interpreter	*	*	*	*	*	*	5	25	15.73	14.80	16.11	*
Host/hostess	*	*	*	*	*	*	8	23	10.50	10.00	12.00	*
Housekeeping room attendant	*	*	*	*	*	*	42	326	11.17	11.00	12.00	490
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	8	21	12.00	12.00	13.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	8	32	10.15	9.65	10.50	*

Summary Compensation Table (Market Median)

Nova Scotia - All Organizations

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Landscaping and grounds maintenance labourer	2	2	*	*	*	*	8	17	11.00	11.00	13.33	*
Outdoor adventure guide	*	*	*	*	*	*	3	14	*	10.00	15.00	*
Retail sales clerk	*	*	*	*	*	*	3	9	11.00	10.50	10.50	*
Sales representative or ticket agent	6	32	42,000	30,000	55,000	3,000	1	3	*	*	*	*
Sous chef	6	10	40,000	35,000	50,000	*	4	5	14.00	12.00	16.00	*

Summary Compensation Table (Market Median)

Nova Scotia - Food and Beverage Services

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	4	6	24,000	24,000	24,000	*	*	*	*	*	*	*
Food and beverage service supervisor	1	1	*	*	*	*	3	4	12.00	12.00	14.00	*
Bartender	*	*	*	*	*	*	3	15	10.15	10.15	10.15	*
Cook	*	*	*	*	*	*	5	41	11.75	10.00	13.00	*
Food and beverage server	*	*	*	*	*	*	7	73	10.15	10.15	10.25	*
Sous chef	*	*	*	*	*	*	4	5	14.00	12.00	16.00	*

Summary Compensation Table (Market Median)

Nova Scotia - Accommodation

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	17	22	48,000	44,000	50,000	*	5	5	14.50	15.00	18.00	*
Accommodation service manager	14	24	32,000	30,000	42,000	1,300	3	22	12.02	15.38	15.38	*
Director of sales and marketing	7	9	75,000	50,000	60,000	*	1	1	*	*	*	*
Executive chef	5	6	63,000	50,500	62,500	*	3	3	*	*	*	*
Executive housekeeper	8	12	32,322	29,257	40,000	850	2	6	*	*	*	*
Food and beverage service supervisor	3	9	32,718	32,718	35,000	1,550	*	*	*	*	*	*
Restaurant and food service manager	5	10	56,142	40,000	60,000	8,200	2	2	*	*	*	*
Superintendent maintenance / groundskeeper	3	4	45,000	45,000	55,000	*	6	22	14.50	12.82	16.00	*
Bartender	*	*	*	*	*	*	6	29	11.38	10.88	11.38	*
Cook	1	1	*	*	*	*	14	90	13.00	12.50	14.79	*
Food and beverage server	*	*	*	*	*	*	19	165	10.50	10.15	11.10	*
Front desk agent	1	3	*	*	*	*	29	132	11.17	11.00	12.50	*
Guest services attendant	*	*	*	*	*	*	10	59	12.70	10.75	12.65	*
Host/hostess	*	*	*	*	*	*	5	15	11.38	10.88	11.38	*
Housekeeping room attendant	*	*	*	*	*	*	40	308	11.17	11.01	12.00	250
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	3	12	*	10.15	12.50	*
Kitchen helper and related occupations	*	*	*	*	*	*	6	22	12.00	11.98	12.00	*
Landscaping and grounds maintenance labourer	2	2	*	*	*	*	8	17	11.00	11.00	13.33	*
Sales representative or ticket agent	3	18	42,000	30,000	52,000	*	*	*	*	*	*	*
Sous chef	5	9	41,000	37,000	50,000	*	*	*	*	*	*	*

Summary Compensation Table (Market Median)

Nova Scotia - Recreation and Entertainment

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	3	3	50,000	50,000	70,000	*	1	1	*	*	*	*
Conservator, curator, or museum/gallery manager	3	3	25,500	*	*	*	1	2	*	*	*	*
Food and beverage service supervisor	*	*	*	*	*	*	3	4	14.00	14.00	14.00	*
Other manager, non-guest services	3	5	35,700	35,700	35,700	*	2	2	*	*	*	*
Bartender	*	*	*	*	*	*	4	14	12.50	12.50	15.00	*
Food and beverage server	*	*	*	*	*	*	5	44	10.25	10.25	13.25	450
Front desk agent	*	*	*	*	*	*	3	7	10.50	10.50	10.50	*
Heritage interpreter	*	*	*	*	*	*	5	25	15.73	14.80	16.11	*
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	5	9	12.00	12.00	13.00	*

Summary Compensation Table (Market Median)

Nova Scotia - Travel Services

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	3	10	100,000	100,000	100,000	*	*	*	*	*	*	*
Outdoor adventure guide	*	*	*	*	*	*	3	14	*	10.00	15.00	*
Sales representative or ticket agent	3	14	26,000	26,000	55,000	*	1	3	*	*	*	*

Summary Compensation Table (Market Median)

Nova Scotia - Metro

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	7	9	24,000	24,000	24,000	*	1	1	*	*	*	*
Accommodation service manager	8	14	40,750	32,000	46,000	4,800	2	21	*	*	*	*
Accommodation, travel, or related services supervisor	2	5	*	*	*	*	3	6	11.00	13.00	14.00	*
Director of sales and marketing	5	8	75,000	65,000	90,000	*	*	*	*	*	*	*
Executive chef	3	4	63,000	50,000	62,500	*	2	2	*	*	*	*
Executive housekeeper	5	9	32,322	30,000	44,000	850	1	1	*	*	*	*
Food and beverage service supervisor	4	10	37,000	37,000	37,000	1,550	1	1	*	*	*	*
Other manager, non-guest services	3	10	50,000	50,000	50,000	*	*	*	*	*	*	*
Restaurant and food service manager	4	9	56,142	40,000	60,000	8,200	1	1	*	*	*	*
Superintendent maintenance / groundskeeper	2	3	*	*	*	*	3	13	19.98	19.48	19.98	*
Bartender	*	*	*	*	*	*	8	30	10.15	10.15	10.15	650
Cook	1	1	*	*	*	*	9	66	13.00	12.50	14.79	*
Food and beverage server	*	*	*	*	*	*	17	135	10.15	10.15	11.00	450
Front desk agent	1	3	*	*	*	*	18	75	11.35	11.35	12.50	3,000
Guest services attendant	*	*	*	*	*	*	5	47	12.70	10.75	12.65	*
Host/hostess	*	*	*	*	*	*	4	13	11.38	10.88	11.38	*
Housekeeping room attendant	*	*	*	*	*	*	21	180	12.48	11.98	12.48	490
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	3	5	*	11.00	12.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	4	19	12.48	11.98	12.48	*
Sales representative or ticket agent	4	27	42,000	30,000	55,000	*	1	3	*	*	*	*
Sous chef	4	8	41,000	37,000	50,000	*	2	2	*	*	*	*

Summary Compensation Table (Market Median)

Nova Scotia - Southwest

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	9	10	45,000	45,000	50,000	*	2	2	*	*	*	*
Director of sales and marketing	3	3	23,400	23,400	23,400	*	*	*	*	*	*	*
Executive chef	3	4	42,000	36,000	50,000	*	*	*	*	*	*	*
Executive housekeeper	3	3	29,120	25,000	29,120	*	*	*	*	*	*	*
Cook	*	*	*	*	*	*	7	41	12.00	9.65	14.00	*
Food and beverage server	*	*	*	*	*	*	7	72	10.15	9.65	10.15	*
Front desk agent	*	*	*	*	*	*	7	24	11.22	11.00	11.72	*
Host/hostess	*	*	*	*	*	*	3	6	10.50	10.00	12.00	*
Housekeeping room attendant	*	*	*	*	*	*	9	60	11.01	11.00	12.00	*
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	3	13	12.00	12.00	13.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	3	9	10.15	9.65	10.50	*
Landscaping and grounds maintenance labourer	1	1	*	*	*	*	4	6	13.33	13.33	13.33	*

Summary Compensation Table (Market Median)

Nova Scotia - Central

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	6	9	58,000	45,000	65,000	*	1	1	*	*	*	*
Superintendent maintenance / groundskeeper	*	*	*	*	*	*	3	7	14.50	12.00	16.00	*
Front desk agent	*	*	*	*	*	*	4	24	11.00	10.50	12.50	*
Guest services attendant	*	*	*	*	*	*	3	5	11.08	10.36	12.00	*
Housekeeping room attendant	*	*	*	*	*	*	7	43	10.95	10.50	11.00	*

Summary Compensation Table (Market Median)

Nova Scotia - Northern

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	6	13	100,000	100,000	100,000	*	2	2	*	*	*	*
Bartender	*	*	*	*	*	*	3	14	10.15	10.15	10.15	*
Food and beverage server	*	*	*	*	*	*	5	42	10.25	10.25	12.00	*
Front desk agent	*	*	*	*	*	*	6	16	10.50	10.50	12.50	*
Housekeeping room attendant	*	*	*	*	*	*	9	43	10.50	10.50	10.50	*
Retail sales clerk	*	*	*	*	*	*	3	9	11.00	10.50	10.50	*

Summary Compensation Table (Market Median)

Nova Scotia - Non union

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	27	41	30,000	30,000	49,000	*	6	6	35.13	18.00	20.00	*
Accommodation service manager	14	24	32,000	30,000	42,000	1,300	3	22	12.02	15.38	15.38	*
Assistant manager	1	2	*	*	*	*	4	5	12.00	12.00	12.00	*
Conservator, curator, or museum/gallery manager	3	3	25,500	*	*	*	1	2	*	*	*	*
Director of sales and marketing	9	12	52,319	50,000	60,000	*	1	1	*	*	*	*
Executive chef	7	10	42,000	36,000	50,000	*	4	4	14.00	14.00	16.00	*
Executive housekeeper	8	12	32,322	29,257	40,000	850	2	6	*	*	*	*
Food and beverage service supervisor	4	10	37,000	37,000	37,000	1,550	6	8	12.00	12.00	14.00	*
Other manager, non-guest services	6	15	35,700	35,700	35,700	*	2	2	*	*	*	*
Restaurant and food service manager	6	11	47,000	45,000	50,000	4,000	5	12	15.00	15.00	15.00	*
Superintendent maintenance / groundskeeper	5	6	50,000	50,000	55,000	*	5	12	14.50	12.00	16.00	*
Bartender	*	*	*	*	*	*	10	44	10.15	10.15	10.15	*
Cook	2	5	*	*	*	*	15	101	11.75	10.15	14.00	*
Food and beverage server	*	*	*	*	*	*	24	224	10.15	10.15	10.25	450
Food counter attendant	*	*	*	*	*	*	4	21	10.15	10.15	10.15	*
Front desk agent	1	3	*	*	*	*	32	139	11.00	10.50	12.50	1,000
Guest services attendant	*	*	*	*	*	*	8	39	11.08	10.75	12.65	*
Heritage interpreter	*	*	*	*	*	*	5	25	15.73	14.80	16.11	*
Host/hostess	*	*	*	*	*	*	6	17	10.50	10.00	12.00	*
Housekeeping room attendant	*	*	*	*	*	*	34	239	11.00	10.50	11.67	650
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	7	19	12.00	12.00	13.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	7	22	10.15	9.65	10.50	*
Landscaping and grounds maintenance labourer	2	2	*	*	*	*	8	17	11.00	11.00	13.33	*

Summary Compensation Table (Market Median)

Nova Scotia - Non union

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Outdoor adventure guide	*	*	*	*	*	*	3	14	*	10.00	15.00	*
Retail sales clerk	*	*	*	*	*	*	3	9	11.00	10.50	10.50	*
Sales representative or ticket agent	6	32	42,000	30,000	55,000	3,000	1	3	*	*	*	*
Sous chef	6	10	40,000	35,000	50,000	*	4	5	14.00	12.00	16.00	*

Summary Compensation Table (Market Median)

Nova Scotia - Union

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Bartender	*	*	*	*	*	*	4	14	11.93	11.43	11.93	*
Cook	*	*	*	*	*	*	4	30	13.60	13.10	13.60	*
Food and beverage server	*	*	*	*	*	*	7	58	11.65	11.15	11.65	*
Housekeeping room attendant	*	*	*	*	*	*	8	87	12.48	11.98	12.48	204

Summary Compensation Table (Market Median)

Nova Scotia - Full Time

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	23	37	30,000	30,000	50,000	*	2	2	*	*	*	*
Accommodation service manager	13	23	32,000	30,000	42,000	1,300	2	21	*	*	*	*
Accommodation, travel, or related services supervisor	1	4	*	*	*	*	3	5	19.00	19.00	22.00	*
Director of sales and marketing	8	11	72,000	50,000	60,000	*	*	*	*	*	*	*
Executive chef	6	8	42,000	36,000	50,000	*	2	2	*	*	*	*
Executive housekeeper	6	7	30,000	30,000	44,000	*	2	6	*	*	*	*
Food and beverage service supervisor	4	10	37,000	37,000	37,000	1,550	3	4	11.50	11.15	12.00	*
Other manager, non-guest services	6	15	35,700	35,700	35,700	*	*	*	*	*	*	*
Restaurant and food service manager	6	11	47,000	45,000	50,000	4,000	4	8	15.00	15.00	15.00	*
Superintendent maintenance / groundskeeper	5	6	50,000	50,000	55,000	*	4	17	14.50	12.50	16.00	*
Bartender	*	*	*	*	*	*	7	28	10.75	9.65	11.15	*
Cook	1	1	*	*	*	*	14	100	11.75	9.65	14.00	*
Food and beverage server	*	*	*	*	*	*	15	149	10.25	10.25	10.25	450
Front desk agent	1	3	*	*	*	*	16	91	11.22	11.17	12.50	*
Guest services attendant	*	*	*	*	*	*	6	51	12.70	10.75	12.65	*
Housekeeping room attendant	*	*	*	*	*	*	16	186	12.48	11.17	12.48	490
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	4	13	11.00	10.15	12.50	*
Kitchen helper and related occupations	*	*	*	*	*	*	4	17	10.15	9.65	10.50	*
Landscaping and grounds maintenance labourer	2	2	*	*	*	*	3	7	12.51	12.51	15.91	*
Sales representative or ticket agent	6	32	42,000	30,000	55,000	3,000	*	*	*	*	*	*
Sous chef	5	9	41,000	37,000	50,000	*	4	5	14.00	12.00	16.00	*

Summary Compensation Table (Market Median)

Nova Scotia - Part Time

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Bartender	*	*	*	*	*	*	6	25	10.15	10.15	10.15	*
Cook	*	*	*	*	*	*	4	20	11.75	11.75	12.50	*
Food and beverage server	*	*	*	*	*	*	9	87	10.15	10.15	10.15	*
Front desk agent	*	*	*	*	*	*	10	27	10.95	10.50	11.55	*
Guest services attendant	*	*	*	*	*	*	3	7	11.08	10.36	12.00	*
Host/hostess	*	*	*	*	*	*	5	14	10.00	10.00	12.00	*
Housekeeping room attendant	*	*	*	*	*	*	16	74	11.00	10.50	12.48	*
Kitchen helper and related occupations	*	*	*	*	*	*	3	9	12.48	11.98	12.48	*

Summary Compensation Table (Market Median)

Nova Scotia - Seasonal

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Cook	1	4	*	*	*	*	3	11	11.00	11.00	13.00	*
Food and beverage server	*	*	*	*	*	*	7	46	10.50	10.50	10.50	*
Front desk agent	*	*	*	*	*	*	7	21	10.50	10.50	11.00	*
Heritage interpreter	*	*	*	*	*	*	4	20	15.73	14.80	16.11	*
Housekeeping room attendant	*	*	*	*	*	*	15	66	10.50	10.50	11.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	3	6	10.50	10.50	10.50	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	5	10	11.00	10.50	11.50	*
Retail sales clerk	*	*	*	*	*	*	3	9	11.00	10.50	10.50	*

Summary Compensation Tables (Market Median)



Summary Compensation Table (Market Median)

Ontario - All Organizations

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Assistant general manager/director	4	4	70,000	70,000	70,000	*	*	*	*	*	*	*
General manager/director	144	222	50,909	50,000	68,000	4,500	26	33	15.50	14.42	16.00	1,500
Accommodation service manager	16	20	36,000	35,000	40,000	5,000	5	6	18.50	16.00	21.00	*
Accommodation, travel, or related services supervisor	9	41	35,000	35,000	35,000	*	9	28	13.00	13.00	15.00	*
Assistant manager	3	32	33,500	29,000	34,000	*	7	10	17.00	14.00	17.00	*
Conservator, curator, or museum/gallery manager	8	8	40,000	40,000	40,000	*	3	3	*	*	*	*
Director of sales and marketing	40	52	60,000	56,000	75,000	15,000	3	24	*	*	*	*
Executive chef	25	54	52,000	48,000	60,000	2,000	2	2	*	*	*	*
Executive housekeeper	15	17	50,000	40,000	50,000	5,600	8	13	14.70	14.33	14.70	*
Food and beverage service supervisor	10	29	43,422	41,500	62,300	3,474	29	287	13.00	10.75	14.50	250
Guest services manager	5	5	57,400	57,400	58,654	*	2	2	*	*	*	*
Manager in performing arts	4	6	40,000	40,000	45,000	*	1	5	*	*	*	*
Other manager, non-guest services	37	57	40,000	40,000	47,429	2,000	14	77	16.00	16.00	20.00	*
Recreation, sports or fitness program director	8	16	43,068	43,068	48,668	*	4	5	16.40	13.96	16.40	*
Restaurant and food service manager	30	103	50,000	33,800	60,709	2,566	7	20	15.00	15.00	19.00	*
Retail trade manager (Excl. travel agency)	6	11	37,080	37,080	37,080	*	1	1	*	*	*	*
Superintendent maintenance / groundskeeper	13	18	53,560	47,000	60,000	1,500	17	31	13.00	13.00	18.00	200
Travel agency manager	16	75	46,600	36,000	50,000	9,000	2	3	*	*	*	*
Advertising, marketing or public relations professionals	6	6	45,000	45,000	50,000	*	5	11	10.25	10.25	10.25	*
Bartender	*	*	*	*	*	*	51	381	12.82	8.90	10.68	650
Conference or event planner	2	2	*	*	*	*	3	3	10.25	10.25	12.00	*
Cook	10	16	30,000	30,000	50,000	1,300	109	783	14.76	11.00	13.00	650

Summary Compensation Table (Market Median)

Ontario - All Organizations

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Food and beverage server	3	18	*	*	*	*	129	1,700	11.19	9.50	10.68	500
Food counter attendant	*	*	*	*	*	*	42	1,573	10.25	10.25	12.50	62
Front desk agent	2	3	*	*	*	*	66	287	12.55	12.00	14.25	650
Guest services attendant	*	*	*	*	*	*	15	155	12.13	12.08	13.52	650
Heritage interpreter	*	*	*	*	*	*	3	14	10.25	10.25	13.56	*
Host/hostess	*	*	*	*	*	*	32	216	13.82	9.60	11.52	50
Housekeeping room attendant	3	9	11,250	11,250	17,500	*	69	795	13.00	12.13	15.00	650
Janitor, caretaker or maintenance worker	3	7	*	*	*	*	24	154	16.00	15.68	18.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	64	712	11.00	11.00	12.31	100
Landscaping and grounds maintenance labourer	4	9	40,000	35,000	63,034	*	27	136	13.00	11.00	16.20	1,300
Operator or attendant	2	4	*	*	*	*	34	1,339	10.00	9.60	10.25	*
Other customer/information services representative	2	4	*	*	*	*	5	15	10.25	10.25	10.25	*
Passenger craft operator	1	1	*	*	*	*	3	6	*	13.50	13.50	*
Performing artists, athletes or related occupations	2	6	*	*	*	*	3	20	13.00	13.00	13.00	*
Program leader or instructor	6	16	32,000	32,000	41,000	*	23	246	12.25	13.00	16.00	*
Retail sales clerk	2	2	*	*	*	*	30	592	10.25	10.25	12.00	*
Safety or security officer	*	*	*	*	*	*	5	38	15.00	15.00	20.00	*
Sales representative or ticket agent	19	76	45,000	43,500	70,000	7,315	8	68	9.60	9.60	12.25	*
Sous chef	19	48	45,567	41,500	55,131	4,021	6	15	12.00	12.00	16.00	*
Support occupations in acc./travel/facility set-up (Excl. guest services)	*	*	*	*	*	*	11	27	12.00	12.00	12.00	*
Technical occupations in museums/galleries (Excl. interpreter)	3	3	34,000	34,000	35,000	*	7	11	11.00	11.00	11.00	*
Tour guide	3	116	31,000	*	*	*	7	27	10.50	12.00	15.00	*
Travel counsellor	35	303	30,700	24,406	34,052	7,000	28	913	13.10	14.50	26.00	6,473

Summary Compensation Table (Market Median)

Ontario - Food and Beverage Services

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	30	59	55,000	55,000	78,000	4,000	14	18	15.50	14.42	15.50	1,500
Assistant manager	2	12	*	*	*	*	3	5	17.00	14.00	17.00	*
Executive chef	5	6	50,000	44,200	60,000	*	2	2	*	*	*	*
Food and beverage service supervisor	*	*	*	*	*	*	17	155	13.50	10.75	15.00	250
Other manager, non-guest services	5	5	35,000	*	*	*	1	1	*	*	*	*
Restaurant and food service manager	11	74	50,000	33,800	60,000	2,566	5	18	15.00	15.00	19.00	*
Bartender	*	*	*	*	*	*	22	118	12.82	8.90	10.68	500
Cook	5	8	30,000	30,000	50,000	*	59	346	14.76	10.25	13.00	500
Food and beverage server	*	*	*	*	*	*	77	670	11.19	8.90	10.68	500
Food counter attendant	*	*	*	*	*	*	24	858	10.25	10.25	12.50	62
Host/hostess	*	*	*	*	*	*	20	169	13.82	9.60	11.52	50
Kitchen helper and related occupations	*	*	*	*	*	*	37	187	12.50	11.00	13.50	100
Retail sales clerk	*	*	*	*	*	*	9	152	10.25	10.25	13.00	*
Safety or security officer	*	*	*	*	*	*	4	31	*	15.00	*	*
Sous chef	4	6	30,000	30,000	40,000	*	2	6	*	*	*	*
Support occupations in acc./travel/facility set-up (Excl. guest services)	*	*	*	*	*	*	3	6	12.00	12.00	12.00	*

Summary Compensation Table (Market Median)

Ontario - Accommodation

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	46	60	44,000	45,000	48,000	4,500	3	3	*	15.00	*	*
Accommodation service manager	12	16	35,000	34,650	40,000	1,000	5	6	18.50	16.00	21.00	*
Accommodation, travel, or related services supervisor	1	20	*	*	*	*	4	15	12.75	12.25	13.50	*
Director of sales and marketing	15	20	57,000	55,000	75,000	8,000	*	*	*	*	*	*
Executive chef	12	13	49,670	49,670	50,000	3,000	*	*	*	*	*	*
Executive housekeeper	11	13	38,000	38,000	50,000	1,600	8	13	14.70	14.33	14.70	*
Food and beverage service supervisor	6	10	38,000	35,000	40,000	500	2	3	*	*	*	*
Restaurant and food service manager	10	14	41,198	40,000	50,000	1,600	*	*	*	*	*	*
Superintendent maintenance / groundskeeper	6	6	45,000	30,000	38,000	1,500	13	25	12.98	12.98	18.00	200
Bartender	*	*	*	*	*	*	9	23	13.00	13.00	13.00	*
Cook	2	3	*	*	*	*	21	140	11.40	11.40	14.73	*
Food and beverage server	1	1	*	*	*	*	22	253	10.25	8.90	10.25	*
Front desk agent	1	2	*	*	*	*	49	189	11.90	11.75	14.00	250
Guest services attendant	*	*	*	*	*	*	8	26	12.70	11.94	13.00	*
Host/hostess	*	*	*	*	*	*	6	14	12.34	12.34	13.34	*
Housekeeping room attendant	3	9	11,250	11,250	17,500	*	58	497	12.00	11.25	14.00	200
Janitor, caretaker or maintenance worker	1	4	*	*	*	*	8	23	16.01	16.01	16.01	*
Kitchen helper and related occupations	*	*	*	*	*	*	12	47	10.45	10.25	11.50	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	14	26	12.90	13.00	15.00	*
Program leader or instructor	*	*	*	*	*	*	4	8	13.00	13.00	15.00	*
Retail sales clerk	*	*	*	*	*	*	3	10	10.50	10.50	12.00	*
Sales representative or ticket agent	4	15	60,000	50,000	70,000	10,000	*	*	*	*	*	*
Sous chef	8	14	53,000	45,000	55,000	1,400	2	2	*	*	*	*
Support occupations in acc./travel/facility set-up (Excl. guest services)	*	*	*	*	*	*	3	10	14.00	14.00	14.42	*

Summary Compensation Table (Market Median)

Ontario - Recreation and Entertainment

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	37	39	60,000	50,000	65,000	5,000	8	11	14.00	18.50	18.50	*
Accommodation service manager	4	4	65,000	54,700	65,000	*	*	*	*	*	*	*
Accommodation, travel, or related services supervisor	5	11	30,000	25,000	32,000	*	4	12	14.00	14.00	15.00	*
Conservator, curator, or museum/gallery manager	8	8	40,000	40,000	40,000	*	3	3	*	*	*	*
Director of sales and marketing	11	15	80,000	76,735	76,735	19,664	2	2	*	*	*	*
Executive chef	8	35	52,000	48,000	60,000	2,000	*	*	*	*	*	*
Executive housekeeper	4	4	58,000	54,181	82,100	11,000	*	*	*	*	*	*
Food and beverage service supervisor	4	19	43,422	41,500	62,300	*	10	129	13.00	11.00	14.00	900
Manager in performing arts	4	6	40,000	40,000	45,000	*	1	5	*	*	*	*
Other manager, non-guest services	20	29	42,000	40,000	45,000	1,700	13	76	18.00	18.00	20.00	*
Recreation, sports or fitness program director	5	13	43,068	43,068	48,668	*	3	4	*	16.40	20.00	*
Restaurant and food service manager	9	15	57,212	54,181	64,797	6,000	2	2	*	*	*	*
Superintendent maintenance / groundskeeper	7	12	60,000	54,590	61,350	*	3	5	24.50	24.50	24.50	*
Advertising, marketing or public relations professionals	2	2	*	*	*	*	3	3	15.00	15.00	16.50	*
Bartender	*	*	*	*	*	*	20	240	14.87	11.90	14.87	1,300
Conference or event planner	*	*	*	*	*	*	3	3	10.25	10.25	12.00	*
Cook	3	5	*	*	*	*	29	297	18.60	14.88	18.60	1,300
Food and beverage server	2	17	*	*	*	*	30	777	11.42	11.22	11.42	650
Food counter attendant	*	*	*	*	*	*	16	710	10.00	9.60	10.25	650
Front desk agent	1	1	*	*	*	*	15	96	12.80	12.80	15.35	850
Guest services attendant	*	*	*	*	*	*	7	129	12.13	12.08	13.52	*
Heritage interpreter	*	*	*	*	*	*	3	14	10.25	10.25	13.56	*

Summary Compensation Table (Market Median)

Ontario - Recreation and Entertainment

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Host/hostess	*	*	*	*	*	*	6	33	18.03	14.42	18.03	650
Housekeeping room attendant	*	*	*	*	*	*	11	298	18.10	14.48	18.10	1,300
Janitor, caretaker or maintenance worker	2	3	*	*	*	*	16	131	16.00	15.68	18.48	*
Kitchen helper and related occupations	*	*	*	*	*	*	15	478	10.00	9.60	10.25	650
Landscaping and grounds maintenance labourer	4	9	40,000	35,000	63,034	*	13	110	13.50	11.00	16.96	*
Operator or attendant	1	2	*	*	*	*	32	1,336	10.00	9.60	10.25	*
Performing artists, athletes or related occupations	2	6	*	*	*	*	3	20	13.00	13.00	13.00	*
Program leader or instructor	4	10	32,000	32,000	41,000	*	18	237	12.25	13.00	16.00	*
Retail sales clerk	2	2	*	*	*	*	18	430	10.00	9.60	10.25	*
Sales representative or ticket agent	6	24	45,000	45,000	75,000	7,315	5	57	9.60	9.60	12.25	*
Sous chef	7	28	50,267	41,500	62,300	4,021	2	7	*	*	*	*
Technical occupations in museums/ galleries (Excl. interpreter)	3	3	34,000	34,000	35,000	*	7	11	11.00	11.00	11.00	*
Tour guide	*	*	*	*	*	*	6	24	10.50	12.00	17.00	*

Summary Compensation Table (Market Median)

Ontario - Travel Services

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	31	64	54,828	44,665	64,845	8,000	1	1	*	*	*	*
Accommodation, travel, or related services supervisor	3	10	34,797	34,369	47,429	*	1	1	*	*	*	*
Director of sales and marketing	14	17	53,000	50,452	63,065	10,000	1	22	*	*	*	*
Other manager, non-guest services	10	21	44,918	45,000	47,550	*	*	*	*	*	*	*
Recreation, sports or fitness program director	3	3	*	34,000	48,000	*	*	*	*	*	*	*
Retail trade manager (Excl. travel agency)	4	7	40,000	40,000	40,000	*	*	*	*	*	*	*
Travel agency manager	16	75	46,600	36,000	50,000	9,000	2	3	*	*	*	*
Advertising, marketing or public relations professionals	4	4	45,000	45,000	45,000	*	*	*	*	*	*	*
Other customer/information services representative	1	3	*	*	*	*	3	9	12.00	12.00	12.00	*
Sales representative or ticket agent	9	37	35,000	35,000	40,000	35,000	3	11	*	*	16.77	*
Tour guide	3	116	31,000	*	*	*	*	*	*	*	*	*
Travel counsellor	35	303	30,700	24,406	34,052	7,000	28	913	13.10	14.50	26.00	6,473

Summary Compensation Table (Market Median)

Ontario - Greater Toronto Area

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	20	44	48,000	60,000	77,598	10,000	1	3	*	*	*	*
Accommodation service manager	4	6	36,000	35,000	40,000	*	1	1	*	*	*	*
Accommodation, travel, or related services supervisor	3	29	35,000	35,000	35,000	*	2	5	*	*	*	*
Director of sales and marketing	12	15	80,000	76,735	76,735	10,000	1	6	*	*	*	*
Executive chef	7	8	60,000	48,000	60,000	20,000	*	*	*	*	*	*
Executive housekeeper	6	8	79,198	40,000	50,000	5,000	2	3	*	*	*	*
Food and beverage service supervisor	5	9	39,398	35,000	40,000	*	7	136	13.00	11.00	14.00	900
Other manager, non-guest services	8	21	44,918	39,600	48,965	1,700	1	1	*	*	*	*
Restaurant and food service manager	9	34	38,000	29,000	51,000	2,566	*	*	*	*	*	*
Superintendent maintenance / groundskeeper	3	6	53,560	53,560	61,350	*	2	6	*	*	*	*
Travel agency manager	5	24	46,600	31,239	47,429	9,000	1	1	*	*	*	*
Bartender	*	*	*	*	*	*	17	146	12.82	8.90	10.68	*
Cook	3	3	*	*	*	*	25	261	14.76	10.25	12.30	*
Food and beverage server	2	17	*	*	*	*	25	673	11.42	8.90	10.68	*
Food counter attendant	*	*	*	*	*	*	7	751	11.50	9.60	14.50	*
Front desk agent	*	*	*	*	*	*	15	61	11.85	11.85	14.25	*
Guest services attendant	*	*	*	*	*	*	3	39	10.70	10.55	10.85	*
Host/hostess	*	*	*	*	*	*	8	85	13.82	9.60	11.52	*
Housekeeping room attendant	1	1	*	*	*	*	14	261	16.51	16.51	19.93	*
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	8	67	17.51	17.51	21.28	*
Kitchen helper and related occupations	*	*	*	*	*	*	12	337	10.00	9.60	10.25	*
Landscaping and grounds maintenance labourer	1	3	*	*	*	*	3	16	13.00	11.00	14.00	*
Operator or attendant	*	*	*	*	*	*	5	1,007	10.00	9.60	10.25	*
Program leader or instructor	1	4	*	*	*	*	4	52	12.50	12.50	25.00	*

Summary Compensation Table (Market Median)

Ontario - Greater Toronto Area

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Retail sales clerk	*	*	*	*	*	*	5	306	10.00	9.60	10.25	*
Sales representative or ticket agent	6	21	45,000	45,000	55,000	5,667	1	1	*	*	*	*
Sous chef	4	10	69,118	54,181	90,300	3,500	1	6	*	*	*	*
Support occupations in acc./travel/facility set-up (Excl. guest services)	*	*	*	*	*	*	3	10	11.00	10.50	12.00	*
Travel counsellor	12	92	37,407	37,000	50,000	32,500	15	736	14.13	14.50	26.00	7,603

Summary Compensation Table (Market Median)

Ontario - South Western

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	34	39	40,000	35,000	52,000	3,000	6	6	10.25	10.25	12.00	*
Accommodation service manager	4	4	36,000	33,000	46,000	750	*	*	*	*	*	*
Accommodation, travel, or related services supervisor	4	9	*	25,000	32,000	*	2	4	*	*	*	*
Director of sales and marketing	11	14	100,000	65,564	90,000	15,000	1	7	*	*	*	*
Executive chef	6	30	52,000	48,000	60,000	2,000	*	*	*	*	*	*
Executive housekeeper	3	3	32,500	30,000	35,000	*	1	1	*	*	*	*
Food and beverage service supervisor	2	4	*	*	*	*	6	21	16.37	16.37	19.97	45
Guest services manager	3	3	57,400	57,400	77,400	*	1	1	*	*	*	*
Other manager, non-guest services	10	14	37,000	37,000	37,000	*	4	65	13.50	13.50	15.00	*
Recreation, sports or fitness program director	3	4	*	69,872	78,924	*	1	1	*	*	*	*
Restaurant and food service manager	5	6	38,000	29,000	51,000	2,566	*	*	*	*	*	*
Retail trade manager (Excl. travel agency)	3	6	*	40,000	40,000	*	*	*	*	*	*	*
Travel agency manager	9	22	44,219	40,000	53,000	5,000	*	*	*	*	*	*
Advertising, marketing or public relations professionals	4	4	46,350	45,000	50,000	*	3	9	10.25	10.25	10.25	*
Bartender	*	*	*	*	*	*	4	45	9.10	9.10	9.10	*
Cook	1	1	*	*	*	*	8	24	13.00	13.00	14.00	*
Food and beverage server	*	*	*	*	*	*	11	142	9.10	9.10	9.10	*
Food counter attendant	*	*	*	*	*	*	8	97	11.50	9.65	13.00	*
Front desk agent	2	3	*	*	*	*	13	71	12.80	12.80	15.35	*
Housekeeping room attendant	*	*	*	*	*	*	13	191	12.13	12.13	14.55	200
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	6	21	16.00	10.50	16.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	6	42	10.50	10.50	11.50	*
Landscaping and grounds maintenance labourer	2	5	*	*	*	*	7	52	13.50	12.00	16.20	*

Summary Compensation Table (Market Median)

Ontario - South Western

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Operator or attendant	*	*	*	*	*	*	16	202	11.08	11.08	12.96	*
Performing artists, athletes or related occupations	1	5	*	*	*	*	3	20	13.00	13.00	13.00	*
Program leader or instructor	3	8	37,000	37,000	50,000	*	9	99	9.60	10.50	13.25	*
Sales representative or ticket agent	4	20	*	30,000	45,000	5,000	3	15	*	10.25	11.00	*
Sous chef	4	9	45,000	42,446	55,131	*	2	2	*	*	*	*
Support occupations in acc./travel/facility set-up (Excl. guest services)	*	*	*	*	*	*	5	11	10.25	10.25	14.00	*
Technical occupations in museums/galleries (Excl. interpreter)	*	*	*	*	*	*	3	3	14.00	14.00	16.00	*
Travel counsellor	11	32	30,000	28,000	35,000	5,500	9	45	12.75	10.25	14.12	3,362

Summary Compensation Table (Market Median)

Ontario - Niagara

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	9	11	68,544	45,000	55,000	1,000	2	4	*	*	*	*
Executive chef	3	6	60,335	54,700	82,100	*	*	*	*	*	*	*
Restaurant and food service manager	4	9	49,671	49,671	60,709	2,566	*	*	*	*	*	*
Travel agency manager	4	7	46,600	39,180	56,882	*	*	*	*	*	*	*
Bartender	*	*	*	*	*	*	11	92	13.00	11.90	14.87	650
Cook	*	*	*	*	*	*	6	183	18.60	14.88	18.60	1,300
Food and beverage server	*	*	*	*	*	*	14	321	11.19	10.75	13.10	650
Food counter attendant	*	*	*	*	*	*	4	75	11.50	9.60	14.50	62
Front desk agent	*	*	*	*	*	*	6	26	18.95	15.16	18.95	850
Host/hostess	*	*	*	*	*	*	5	32	18.03	14.42	18.03	650
Housekeeping room attendant	*	*	*	*	*	*	8	84	18.10	14.48	18.10	1,300
Kitchen helper and related occupations	*	*	*	*	*	*	5	122	18.03	14.42	18.03	650
Sales representative or ticket agent	4	7	45,830	38,100	57,100	3,666	*	*	*	*	*	*
Sous chef	4	17	50,267	41,500	62,300	4,021	*	*	*	*	*	*
Travel counsellor	8	58	30,700	24,406	34,052	1,503	4	19	13.47	10.25	14.12	4,275

Summary Compensation Table (Market Median)

Ontario - Central

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	11	14	40,000	32,000	60,000	5,000	3	3	*	*	*	*
Director of sales and marketing	4	8	57,000	55,000	75,000	*	1	2	*	*	*	*
Food and beverage service supervisor	1	2	*	*	*	*	6	9	13.00	12.00	13.00	*
Restaurant and food service manager	3	4	48,550	*	*	*	*	*	*	*	*	*
Bartender	*	*	*	*	*	*	7	14	12.50	10.25	10.68	*
Cook	2	5	*	*	*	*	15	79	13.00	10.25	15.00	200
Food and beverage server	*	*	*	*	*	*	20	192	9.50	8.90	10.25	100
Food counter attendant	*	*	*	*	*	*	6	30	10.00	10.00	10.75	*
Front desk agent	*	*	*	*	*	*	10	40	11.25	11.25	13.00	*
Host/hostess	*	*	*	*	*	*	6	17	12.00	9.60	11.52	*
Housekeeping room attendant	*	*	*	*	*	*	9	60	11.00	10.25	10.25	*
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	5	33	17.36	17.36	18.48	*
Kitchen helper and related occupations	*	*	*	*	*	*	13	43	10.25	10.25	10.25	50
Landscaping and grounds maintenance labourer	1	1	*	*	*	*	3	6	10.25	10.25	10.25	*
Operator or attendant	*	*	*	*	*	*	3	64	9.60	9.60	10.25	*
Program leader or instructor	*	*	*	*	*	*	5	37	15.00	15.00	17.00	*
Retail sales clerk	*	*	*	*	*	*	6	44	9.60	9.60	10.25	*
Travel counsellor	3	21	*	*	*	*	5	16	11.50	10.25	15.53	8,042

Summary Compensation Table (Market Median)

Ontario - Ottawa

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	5	6	40,000	40,000	40,000	*	*	*	*	*	*	*
Food and beverage service supervisor	*	*	*	*	*	*	3	17	12.45	10.25	13.00	*
Restaurant and food service manager	3	13	38,000	34,996	52,494	*	*	*	*	*	*	*
Cook	*	*	*	*	*	*	5	39	11.75	10.25	13.00	*
Retail sales clerk	*	*	*	*	*	*	4	124	10.25	10.25	13.00	*
Travel counsellor	2	25	*	*	*	*	4	49	12.28	*	*	7,536

Summary Compensation Table (Market Median)

Ontario - Eastern

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	13	19	55,000	52,000	78,000	*	2	2	*	*	*	*
Executive chef	3	4	40,000	40,000	50,000	*	*	*	*	*	*	*
Restaurant and food service manager	3	29	50,000	33,800	65,000	*	2	2	*	*	*	*
Superintendent maintenance / groundskeeper	1	1	*	*	*	*	3	4	14.00	14.00	15.00	*
Bartender	*	*	*	*	*	*	5	34	8.90	8.90	10.00	*
Cook	*	*	*	*	*	*	7	35	14.76	10.25	12.30	*
Food and beverage server	*	*	*	*	*	*	9	63	11.00	8.90	10.68	*
Food counter attendant	*	*	*	*	*	*	5	452	10.25	10.25	12.50	100
Front desk agent	*	*	*	*	*	*	4	11	13.00	12.00	18.00	*
Guest services attendant	*	*	*	*	*	*	3	13	*	14.00	18.00	*
Host/hostess	*	*	*	*	*	*	4	36	11.00	10.25	12.50	*
Housekeeping room attendant	*	*	*	*	*	*	6	26	14.00	12.00	15.00	*
Janitor, caretaker or maintenance worker	1	2	*	*	*	*	3	5	15.00	15.00	18.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	5	100	12.50	11.25	14.00	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	3	11	*	14.00	24.00	*
Travel counsellor	2	13	*	*	*	*	3	13	12.02	10.25	13.35	6,926

Summary Compensation Table (Market Median)

Ontario - Northern

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	58	89	55,000	55,000	81,000	7,000	12	15	16.00	16.00	20.00	3,000
Accommodation service manager	4	5	35,000	35,000	40,000	*	3	4	18.50	16.00	21.00	*
Assistant manager	*	*	*	*	*	*	5	7	17.00	14.00	17.00	*
Conservator, curator, or museum/gallery manager	7	7	30,000	40,000	40,000	*	3	3	*	*	*	*
Director of sales and marketing	7	8	42,000	42,000	50,000	*	2	4	*	*	*	*
Executive chef	3	3	40,000	40,000	50,000	*	2	2	*	*	*	*
Executive housekeeper	2	2	*	*	*	*	3	5	*	14.33	*	*
Food and beverage service supervisor	*	*	*	*	*	*	7	19	12.50	11.50	15.00	*
Other manager, non-guest services	13	13	38,000	40,000	45,000	*	7	9	23.50	22.00	23.50	*
Recreation, sports or fitness program director	3	3	*	35,000	52,000	*	2	3	*	*	*	*
Restaurant and food service manager	6	8	35,000	35,000	45,000	*	5	18	15.00	15.00	19.00	*
Superintendent maintenance / groundskeeper	6	6	62,000	42,863	47,625	*	9	12	14.94	15.00	16.50	*
Travel agency manager	5	7	50,000	31,239	43,778	*	*	*	*	*	*	*
Bartender	*	*	*	*	*	*	9	41	10.25	9.00	10.25	*
Cook	4	7	*	40,000	45,000	*	47	162	12.00	11.00	13.00	500
Food and beverage server	1	1	*	*	*	*	50	273	10.00	10.00	10.00	500
Food counter attendant	*	*	*	*	*	*	15	155	10.25	10.25	10.75	*
Front desk agent	*	*	*	*	*	*	22	70	11.67	11.59	13.00	100
Guest services attendant	*	*	*	*	*	*	5	43	10.70	10.70	10.70	*
Host/hostess	*	*	*	*	*	*	7	36	11.00	11.00	14.00	*
Housekeeping room attendant	2	8	*	*	*	*	23	123	11.35	11.00	12.37	*
Janitor, caretaker or maintenance worker	2	5	*	*	*	*	6	28	10.25	10.25	15.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	24	68	10.25	10.25	12.00	*

Summary Compensation Table (Market Median)

Ontario - Northern

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	9	43	11.00	10.75	25.00	*
Operator or attendant	2	4	*	*	*	*	10	64	10.25	10.25	11.00	*
Program leader or instructor	1	1	*	*	*	*	4	54	*	13.00	16.00	*
Retail sales clerk	2	2	*	*	*	*	12	78	10.25	10.25	10.70	*
Sous chef	3	5	30,000	30,000	40,000	*	1	5	*	*	*	*
Technical occupations in museums/ galleries (Excl. interpreter)	3	3	34,000	34,000	35,000	*	4	8	11.00	11.00	11.00	*
Tour guide	1	2	*	*	*	*	5	24	10.50	12.00	17.00	*
Travel counsellor	5	62	32,912	2,000	25,000	*	9	35	11.91	10.25	14.12	5,977

Summary Compensation Table (Market Median)

Ontario - Non union

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Assistant general manager/director	4	4	70,000	70,000	70,000	*	*	*	*	*	*	*
General manager/director	142	220	50,000	50,000	68,000	5,000	26	33	15.50	14.42	16.00	1,500
Accommodation service manager	16	20	36,000	35,000	40,000	5,000	5	6	18.50	16.00	21.00	*
Accommodation, travel, or related services supervisor	8	21	30,000	30,000	32,000	*	8	24	14.00	14.00	15.00	*
Assistant manager	3	32	33,500	29,000	34,000	*	6	8	17.00	14.00	17.00	*
Conservator, curator, or museum/gallery manager	8	8	40,000	40,000	40,000	*	3	3	*	*	*	*
Director of sales and marketing	38	49	61,800	56,000	75,000	15,000	3	23	*	*	*	*
Executive chef	25	54	52,000	48,000	60,000	2,000	2	2	*	*	*	*
Executive housekeeper	15	17	50,000	40,000	50,000	5,600	5	7	14.70	14.70	15.00	*
Food and beverage service supervisor	10	29	43,422	41,500	62,300	3,474	28	285	13.00	10.75	14.50	250
Guest services manager	5	5	57,400	57,400	58,654	*	2	2	*	*	*	*
Manager in performing arts	4	6	40,000	40,000	45,000	*	1	5	*	*	*	*
Other manager, non-guest services	37	57	40,000	40,000	47,429	2,000	13	74	15.45	15.45	15.45	*
Recreation, sports or fitness program director	8	16	43,068	43,068	48,668	*	4	5	16.40	13.96	16.40	*
Restaurant and food service manager	29	102	50,000	33,800	60,709	2,566	7	20	15.00	15.00	19.00	*
Retail trade manager (Excl. travel agency)	6	11	37,080	37,080	37,080	*	*	*	*	*	*	*
Superintendent maintenance / groundskeeper	13	18	53,560	47,000	60,000	1,500	13	22	12.00	12.00	16.00	*
Travel agency manager	16	74	46,600	39,180	50,000	9,000	2	3	*	*	*	*
Advertising, marketing or public relations professionals	6	6	45,000	45,000	50,000	*	5	11	10.25	10.25	10.25	*
Bartender	*	*	*	*	*	*	44	301	11.90	8.90	10.68	650
Conference or event planner	2	2	*	*	*	*	3	3	10.25	10.25	12.00	*
Cook	10	16	30,000	30,000	50,000	1,300	91	654	14.76	10.50	13.00	650

Summary Compensation Table (Market Median)

Ontario - Non union

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Food and beverage server	3	18	*	*	*	*	113	1,276	11.19	9.00	10.68	500
Food counter attendant	*	*	*	*	*	*	41	1,570	10.25	10.25	12.50	62
Front desk agent	2	3	*	*	*	*	47	213	12.55	11.90	14.75	650
Guest services attendant	*	*	*	*	*	*	12	148	12.13	12.08	13.52	650
Heritage interpreter	*	*	*	*	*	*	3	14	10.25	10.25	13.56	*
Host/hostess	*	*	*	*	*	*	28	205	13.82	9.60	11.52	50
Housekeeping room attendant	3	9	11,250	11,250	17,500	*	44	406	12.13	12.13	14.55	1,300
Janitor, caretaker or maintenance worker	3	7	*	*	*	*	22	135	16.00	15.68	18.48	*
Kitchen helper and related occupations	*	*	*	*	*	*	52	597	11.00	10.52	12.00	100
Landscaping and grounds maintenance labourer	4	9	40,000	35,000	63,034	*	20	96	13.50	12.82	16.20	1,300
Operator or attendant	2	4	*	*	*	*	29	1,314	10.00	9.60	10.25	*
Other customer/information services representative	2	4	*	*	*	*	5	15	10.25	10.25	10.25	*
Performing artists, athletes or related occupations	2	6	*	*	*	*	3	20	13.00	13.00	13.00	*
Program leader or instructor	6	16	32,000	32,000	41,000	*	21	243	12.25	13.00	16.00	*
Retail sales clerk	2	2	*	*	*	*	28	588	10.25	10.25	12.00	*
Safety or security officer	*	*	*	*	*	*	5	38	15.00	15.00	20.00	*
Sales representative or ticket agent	19	76	45,000	43,500	70,000	7,315	8	68	9.60	9.60	12.25	*
Sous chef	19	48	45,567	41,500	55,131	4,021	6	15	12.00	12.00	16.00	*
Support occupations in acc./travel/facility set-up (Excl. guest services)	*	*	*	*	*	*	7	16	11.00	10.50	12.00	*
Technical occupations in museums/galleries (Excl. interpreter)	3	3	34,000	34,000	35,000	*	7	11	11.00	11.00	11.00	*
Tour guide	3	116	31,000	*	*	*	7	27	10.50	12.00	15.00	*
Travel counsellor	35	303	30,700	24,406	34,052	7,000	27	903	13.09	14.50	26.00	6,473

Summary Compensation Table (Market Median)

Ontario - Union

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Director of sales and marketing	3	3	*	42,000	47,000	*	1	1	*	*	*	*
Executive housekeeper	*	*	*	*	*	*	3	6	*	14.33	*	*
Superintendent maintenance / groundskeeper	*	*	*	*	*	*	5	9	20.22	24.50	24.50	*
Bartender	*	*	*	*	*	*	7	80	17.46	17.46	17.46	*
Cook	*	*	*	*	*	*	18	129	13.26	12.25	14.73	*
Food and beverage server	*	*	*	*	*	*	16	424	11.42	11.42	11.42	*
Front desk agent	*	*	*	*	*	*	19	74	13.00	13.00	14.25	*
Guest services attendant	*	*	*	*	*	*	3	7	12.70	12.70	12.70	*
Host/hostess	*	*	*	*	*	*	4	11	12.34	12.34	12.34	*
Housekeeping room attendant	*	*	*	*	*	*	26	389	16.51	16.51	19.93	*
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	3	19	16.01	16.01	16.01	*
Kitchen helper and related occupations	*	*	*	*	*	*	12	115	18.95	18.95	18.95	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	7	40	11.00	10.75	25.00	*
Operator or attendant	*	*	*	*	*	*	5	25	16.32	21.06	16.32	*
Support occupations in acc./travel/facility set-up (Excl. guest services)	*	*	*	*	*	*	4	11	14.00	14.00	14.42	*
Travel counsellor	*	*	*	*	*	*	4	10	14.00	10.38	15.38	6,926

Summary Compensation Table (Market Median)

Ontario - Full Time

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Assistant general manager/director	4	4	70,000	70,000	70,000	*	*	*	*	*	*	*
General manager/director	135	205	55,000	50,000	70,000	4,500	23	29	15.50	14.42	16.00	1,500
Accommodation service manager	15	19	36,000	35,000	40,000	5,000	4	5	18.50	16.00	21.00	*
Accommodation, travel, or related services supervisor	8	40	35,000	35,000	35,000	*	4	12	16.75	15.00	21.75	*
Assistant manager	3	32	33,500	29,000	34,000	*	4	6	17.00	14.00	17.00	*
Conservator, curator, or museum/gallery manager	8	8	40,000	40,000	40,000	*	2	2	*	*	*	*
Director of sales and marketing	39	51	60,000	56,000	75,000	15,000	3	24	*	*	*	*
Executive chef	25	54	52,000	48,000	60,000	2,000	2	2	*	*	*	*
Executive housekeeper	15	17	50,000	40,000	50,000	5,600	6	11	14.70	14.33	14.70	*
Food and beverage service supervisor	10	29	43,422	41,500	62,300	3,474	18	157	13.50	10.75	15.00	250
Guest services manager	5	5	57,400	57,400	58,654	*	1	1	*	*	*	*
Manager in performing arts	4	6	40,000	40,000	45,000	*	*	*	*	*	*	*
Other manager, non-guest services	36	56	40,000	40,000	47,429	2,000	6	6	16.00	16.00	20.00	*
Recreation, sports or fitness program director	7	15	43,068	43,068	48,668	*	2	3	*	*	*	*
Restaurant and food service manager	30	103	50,000	33,800	60,709	2,566	6	19	15.00	15.00	19.00	*
Retail trade manager (Excl. travel agency)	6	11	37,080	37,080	37,080	*	*	*	*	*	*	*
Superintendent maintenance / groundskeeper	13	18	53,560	47,000	60,000	1,500	9	17	15.00	15.00	18.00	*
Travel agency manager	16	75	46,600	36,000	50,000	9,000	2	3	*	*	*	*
Advertising, marketing or public relations professionals	5	5	40,000	35,000	50,000	*	1	1	*	*	*	*
Bartender	*	*	*	*	*	*	15	125	9.10	9.10	9.10	1,300
Cook	8	11	30,000	30,000	50,000	*	61	378	14.00	12.00	15.00	1,000
Food and beverage server	2	8	*	*	*	*	52	607	10.25	10.25	11.42	500

Summary Compensation Table (Market Median)

Ontario - Full Time

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Food counter attendant	*	*	*	*	*	*	13	318	10.25	10.25	12.50	100
Front desk agent	1	1	*	*	*	*	35	173	12.80	12.80	15.35	850
Guest services attendant	*	*	*	*	*	*	8	79	12.13	12.13	14.55	*
Host/hostess	*	*	*	*	*	*	10	32	10.50	10.50	10.50	500
Housekeeping room attendant	1	1	*	*	*	*	32	509	12.13	12.13	14.55	1,300
Janitor, caretaker or maintenance worker	2	3	*	*	*	*	13	72	17.00	17.00	21.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	15	213	12.50	11.25	14.00	100
Landscaping and grounds maintenance labourer	4	9	40,000	35,000	63,034	*	10	45	13.50	13.50	16.20	*
Operator or attendant	*	*	*	*	*	*	6	92	11.08	11.08	12.96	*
Program leader or instructor	5	11	32,000	32,000	41,000	*	3	3	*	*	*	*
Retail sales clerk	1	1	*	*	*	*	7	68	10.25	10.25	13.00	*
Sales representative or ticket agent	19	67	45,000	43,500	70,000	7,315	2	10	*	*	*	*
Sous chef	19	48	45,567	41,500	55,131	4,021	4	8	12.00	12.00	16.00	*
Technical occupations in museums/ galleries (Excl. interpreter)	3	3	34,000	34,000	35,000	*	*	*	*	*	*	*
Tour guide	3	116	31,000	*	*	*	1	4	*	*	*	*
Travel counsellor	29	230	30,700	28,000	42,000	5,500	24	831	13.46	14.50	26.00	8,042

Summary Compensation Table (Market Median)

Ontario - Part Time

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	4	4	10,000	*	*	*	2	2	*	*	*	*
Accommodation, travel, or related services supervisor	1	1	*	*	*	*	3	12	12.75	12.25	13.50	*
Food and beverage service supervisor	*	*	*	*	*	*	7	30	12.45	10.25	13.00	*
Other manager, non-guest services	*	*	*	*	*	*	4	6	23.50	23.50	23.50	*
Superintendent maintenance / groundskeeper	*	*	*	*	*	*	7	10	12.00	12.00	15.00	*
Advertising, marketing or public relations professionals	1	1	*	*	*	*	4	10	10.25	10.25	10.25	*
Bartender	*	*	*	*	*	*	30	152	12.82	8.90	10.68	50
Cook	*	*	*	*	*	*	44	287	14.76	10.25	12.30	150
Food and beverage server	1	10	*	*	*	*	61	629	12.00	8.90	10.68	650
Food counter attendant	*	*	*	*	*	*	27	707	11.50	9.65	13.00	62
Front desk agent	1	2	*	*	*	*	26	90	11.59	11.25	12.81	100
Guest services attendant	*	*	*	*	*	*	5	68	10.70	10.70	10.85	*
Host/hostess	*	*	*	*	*	*	20	166	13.82	9.60	11.52	50
Housekeeping room attendant	*	*	*	*	*	*	25	212	16.00	15.51	19.93	650
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	8	39	18.76	18.76	21.28	*
Kitchen helper and related occupations	*	*	*	*	*	*	39	144	10.50	10.25	11.00	100
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	5	6	12.82	12.82	16.03	*
Operator or attendant	*	*	*	*	*	*	14	131	10.50	10.25	11.50	*
Other customer/information services representative	1	3	*	*	*	*	3	11	10.25	10.25	10.25	*
Program leader or instructor	*	*	*	*	*	*	12	202	12.25	13.00	16.00	*
Retail sales clerk	1	1	*	*	*	*	17	181	10.25	10.25	13.00	*
Safety or security officer	*	*	*	*	*	*	5	38	15.00	15.00	20.00	*

Summary Compensation Table (Market Median)

Ontario - Part Time

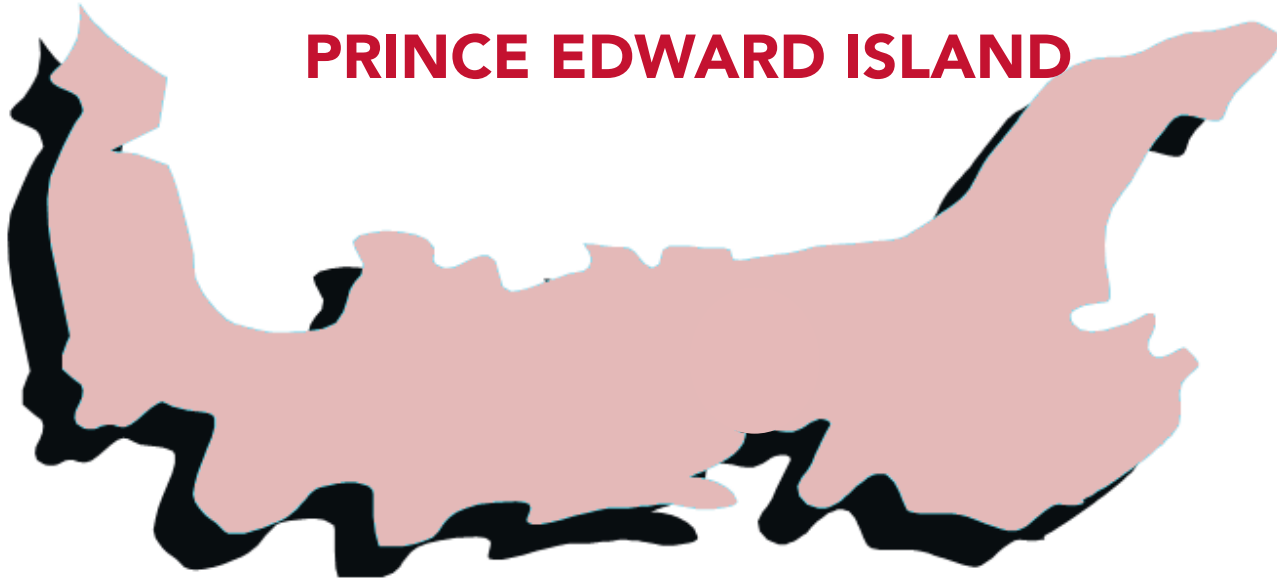
Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Support occupations in acc./travel/facility set-up (Excl. guest services)	*	*	*	*	*	*	5	12	12.00	12.00	12.00	*
Technical occupations in museums/galleries (Excl. interpreter)	*	*	*	*	*	*	6	10	12.00	12.00	13.00	*
Travel counsellor	7	72	*	2,000	25,000	8,000	10	75	12.75	10.25	15.53	3,842

Summary Compensation Table (Market Median)

Ontario - Seasonal

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	8	13	20,000	20,000	40,000	*	1	2	*	*	*	*
Food and beverage service supervisor	*	*	*	*	*	*	4	100	13.00	11.00	14.00	*
Other manager, non-guest services	1	1	*	*	*	*	4	65	*	13.50	15.00	*
Superintendent maintenance / groundskeeper	*	*	*	*	*	*	3	4	15.00	14.00	16.00	*
Bartender	*	*	*	*	*	*	7	104	17.46	17.46	17.46	650
Cook	2	5	*	*	*	*	16	118	18.60	14.88	18.60	650
Food and beverage server	*	*	*	*	*	*	19	464	11.42	11.42	11.42	*
Food counter attendant	*	*	*	*	*	*	6	548	10.00	9.60	10.25	*
Front desk agent	*	*	*	*	*	*	8	24	13.00	12.00	18.00	650
Guest services attendant	*	*	*	*	*	*	4	8	11.00	12.00	15.10	*
Heritage interpreter	*	*	*	*	*	*	3	14	10.25	10.25	13.56	*
Host/hostess	*	*	*	*	*	*	3	18	18.03	14.42	18.03	*
Housekeeping room attendant	2	8	*	*	*	*	15	74	18.10	14.48	18.10	*
Janitor, caretaker or maintenance worker	1	4	*	*	*	*	10	43	10.25	10.25	15.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	12	355	10.00	9.60	10.25	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	15	85	11.00	10.75	17.75	*
Operator or attendant	2	4	*	*	*	*	16	1,116	10.00	9.60	10.25	*
Performing artists, athletes or related occupations	*	*	*	*	*	*	3	20	13.00	13.00	13.00	*
Program leader or instructor	1	5	*	*	*	*	8	41	10.50	10.50	13.25	*
Retail sales clerk	*	*	*	*	*	*	6	343	10.00	9.60	10.25	*
Sales representative or ticket agent	*	*	*	*	*	*	3	43	9.60	*	12.25	*
Tour guide	*	*	*	*	*	*	6	23	10.25	12.00	17.00	*

Summary Compensation Tables (Market Median)



Summary Compensation Table (Market Median)

Prince Edward Island - All Organizations

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	16	22	39,500	35,000	45,000	3,500	3	47	16.00	16.00	16.00	*
Executive chef	3	3	30,000	30,000	42,000	*	1	44	*	*	*	*
Food and beverage service supervisor	1	2	*	*	*	*	6	58	11.00	11.00	11.00	*
Other manager, non-guest services	7	39	32,000	32,000	60,000	1,000	*	*	*	*	*	*
Superintendent maintenance / groundskeeper	2	2	*	*	*	*	4	9	12.65	12.65	17.00	*
Bartender	*	*	*	*	*	*	3	51	10.00	10.00	10.00	*
Casino occupations	1	1	*	*	*	*	4	25	11.51	11.51	14.07	665
Cook	2	3	*	*	*	*	18	118	13.50	12.00	13.50	765
Food and beverage server	*	*	*	*	*	*	17	231	10.00	10.00	10.00	*
Front desk agent	*	*	*	*	*	*	11	46	11.00	11.00	12.00	*
Housekeeping room attendant	*	*	*	*	*	*	11	58	10.00	10.00	12.00	*
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	5	33	12.39	12.39	12.39	*
Kitchen helper and related occupations	*	*	*	*	*	*	9	74	10.00	10.00	10.00	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	4	78	12.00	12.00	18.00	*
Operator or attendant	1	7	*	*	*	*	7	103	10.00	10.00	10.00	*
Program leader or instructor	1	4	*	*	*	*	4	48	11.50	10.50	13.50	*
Retail sales clerk	*	*	*	*	*	*	4	49	11.51	11.51	14.07	665
Safety or security officer	2	7	*	*	*	*	4	35	15.23	15.23	18.61	880
Tour guide	*	*	*	*	*	*	3	14	*	11.00	14.00	*
Travel counsellor	2	26	*	*	*	*	3	13	9.50	9.50	10.50	*

Summary Compensation Table (Market Median)
Prince Edward Island - Food and Beverage Services

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	5	9	36,500	32,500	42,000	*	1	44	*	*	*	*
Food and beverage service supervisor	*	*	*	*	*	*	4	56	12.08	11.00	11.00	*
Cook	*	*	*	*	*	*	9	85	13.50	13.50	13.50	*
Food and beverage server	*	*	*	*	*	*	7	114	10.00	10.00	10.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	3	51	10.00	10.00	10.00	*

Summary Compensation Table (Market Median)

Prince Edward Island - Accommodation

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	4	6	*	*	48,000	*	1	2	*	*	*	*
Executive chef	3	3	30,000	30,000	42,000	*	*	*	*	*	*	*
Superintendent maintenance / groundskeeper	*	*	*	*	*	*	4	9	12.65	12.65	17.00	*
Cook	*	*	*	*	*	*	3	13	14.00	11.00	19.00	*
Food and beverage server	*	*	*	*	*	*	4	58	10.00	10.00	12.10	*
Front desk agent	*	*	*	*	*	*	9	25	10.50	11.00	12.50	*
Housekeeping room attendant	*	*	*	*	*	*	11	58	10.00	10.00	12.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	4	18	10.00	10.00	12.00	*

Summary Compensation Table (Market Median)
Prince Edward Island - Recreation and Entertainment

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	6	6	57,000	50,000	70,000	4,000	1	1	*	*	*	*
Other manager, non-guest services	6	38	32,000	32,000	60,000	1,000	*	*	*	*	*	*
Casino occupations	1	1	*	*	*	*	4	25	11.51	11.51	14.07	665
Cook	2	3	*	*	*	*	6	20	13.24	13.24	16.18	765
Food and beverage server	*	*	*	*	*	*	6	59	10.00	10.00	12.23	*
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	4	32	12.39	12.39	12.39	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	3	73	12.00	12.00	18.00	*
Operator or attendant	1	7	*	*	*	*	7	103	10.00	10.00	10.00	*
Program leader or instructor	1	4	*	*	*	*	4	48	11.50	10.50	13.50	*
Retail sales clerk	*	*	*	*	*	*	4	49	11.51	11.51	14.07	665
Safety or security officer	2	7	*	*	*	*	4	35	15.23	15.23	18.61	880

Summary Compensation Table (Market Median)

Prince Edward Island - Travel Services

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Travel counsellor	2	26	*	*	*	*	3	13	9.50	9.50	10.50	*

Summary Compensation Table (Market Median)

Prince Edward Island - Charlottetown

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	8	14	38,000	32,500	42,000	3,500	1	44	*	*	*	*
Food and beverage service supervisor	*	*	*	*	*	*	3	50	11.00	11.00	11.00	*
Other manager, non-guest services	3	18	31,670	31,670	38,710	880	*	*	*	*	*	*
Casino occupations	1	1	*	*	*	*	4	25	11.51	11.51	14.07	665
Cook	2	3	*	*	*	*	16	110	13.50	13.24	13.50	765
Food and beverage server	*	*	*	*	*	*	11	155	10.00	10.00	10.00	*
Front desk agent	*	*	*	*	*	*	7	21	11.00	11.00	13.00	*
Housekeeping room attendant	*	*	*	*	*	*	7	31	11.05	10.00	12.00	*
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	3	29	12.39	12.39	12.39	*
Kitchen helper and related occupations	*	*	*	*	*	*	7	64	10.00	10.00	10.00	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	3	69	12.00	12.00	18.00	*
Retail sales clerk	*	*	*	*	*	*	3	46	11.51	11.51	14.07	665
Safety or security officer	2	7	*	*	*	*	4	35	15.23	15.23	18.61	880

Summary Compensation Table (Market Median)

Prince Edward Island - Other Regions

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	8	8	40,000	46,371	45,000	2,800	2	3	*	*	*	*
Food and beverage service supervisor	1	2	*	*	*	*	3	8	11.50	11.00	13.00	*
Other manager, non-guest services	4	21	32,000	32,000	60,000	*	*	*	*	*	*	*
Superintendent maintenance / groundskeeper	*	*	*	*	*	*	3	5	15.00	15.00	18.55	*
Food and beverage server	*	*	*	*	*	*	6	76	10.00	10.00	12.00	*
Front desk agent	*	*	*	*	*	*	5	25	11.00	11.00	12.00	*
Housekeeping room attendant	*	*	*	*	*	*	5	27	10.00	10.00	11.50	*
Kitchen helper and related occupations	*	*	*	*	*	*	3	10	10.00	10.00	12.10	*
Operator or attendant	1	7	*	*	*	*	3	93	10.00	10.00	10.00	*
Program leader or instructor	1	4	*	*	*	*	4	48	11.50	10.50	13.50	*

Summary Compensation Table (Market Median)

Prince Edward Island - Non union

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	15	21	39,500	35,000	45,000	3,500	3	47	16.00	16.00	16.00	*
Executive chef	3	3	30,000	30,000	42,000	*	1	44	*	*	*	*
Food and beverage service supervisor	1	2	*	*	*	*	6	58	11.00	11.00	11.00	*
Other manager, non-guest services	7	39	32,000	32,000	60,000	1,000	*	*	*	*	*	*
Superintendent maintenance / groundskeeper	2	2	*	*	*	*	4	9	12.65	12.65	17.00	*
Bartender	*	*	*	*	*	*	3	51	10.00	10.00	10.00	*
Casino occupations	1	1	*	*	*	*	4	25	11.51	11.51	14.07	665
Cook	2	3	*	*	*	*	18	118	13.50	12.00	13.50	765
Food and beverage server	*	*	*	*	*	*	17	231	10.00	10.00	10.00	*
Front desk agent	*	*	*	*	*	*	11	46	11.00	11.00	12.00	*
Housekeeping room attendant	*	*	*	*	*	*	11	58	10.00	10.00	12.00	*
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	5	33	12.39	12.39	12.39	*
Kitchen helper and related occupations	*	*	*	*	*	*	9	74	10.00	10.00	10.00	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	4	78	12.00	12.00	18.00	*
Operator or attendant	*	*	*	*	*	*	7	103	10.00	10.00	10.00	*
Program leader or instructor	1	4	*	*	*	*	4	48	11.50	10.50	13.50	*
Retail sales clerk	*	*	*	*	*	*	4	49	11.51	11.51	14.07	665
Safety or security officer	2	7	*	*	*	*	4	35	15.23	15.23	18.61	880
Tour guide	*	*	*	*	*	*	3	14	*	11.00	14.00	*
Travel counsellor	2	26	*	*	*	*	3	13	9.50	9.50	10.50	*

Summary Compensation Table (Market Median)

Prince Edward Island - Full Time

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	16	22	39,500	35,000	45,000	3,500	2	3	*	*	*	*
Food and beverage service supervisor	1	2	*	*	*	*	3	12	11.50	11.00	13.00	*
Other manager, non-guest services	7	39	32,000	32,000	60,000	1,000	*	*	*	*	*	*
Cook	1	1	*	*	*	*	6	25	10.00	10.00	11.00	*
Food and beverage server	*	*	*	*	*	*	3	33	10.20	10.00	12.00	*
Front desk agent	*	*	*	*	*	*	3	7	*	11.00	13.00	*

Summary Compensation Table (Market Median)

Prince Edward Island - Part Time

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Casino occupations	*	*	*	*	*	*	4	25	11.51	11.51	14.07	665
Cook	*	*	*	*	*	*	8	40	11.25	10.25	11.25	665
Food and beverage server	*	*	*	*	*	*	9	110	10.00	10.00	11.50	*
Front desk agent	*	*	*	*	*	*	5	24	11.00	11.00	12.00	*
Housekeeping room attendant	*	*	*	*	*	*	4	29	10.00	10.00	11.50	*
Kitchen helper and related occupations	*	*	*	*	*	*	5	20	10.00	10.00	10.50	*
Program leader or instructor	*	*	*	*	*	*	3	36	*	10.50	13.50	*
Safety or security officer	*	*	*	*	*	*	4	35	15.23	15.23	18.61	880

Summary Compensation Table (Market Median)

Prince Edward Island - Seasonal

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Cook	1	2	*	*	*	*	4	53	13.50	13.50	13.50	*
Food and beverage server	*	*	*	*	*	*	5	88	10.00	10.00	10.00	*
Front desk agent	*	*	*	*	*	*	4	15	11.00	11.00	11.00	*
Housekeeping room attendant	*	*	*	*	*	*	5	24	12.00	10.00	14.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	3	52	10.00	10.00	10.00	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	3	70	12.00	12.00	18.00	*
Operator or attendant	*	*	*	*	*	*	4	95	10.00	10.00	10.00	*
Tour guide	*	*	*	*	*	*	3	14	*	11.00	14.00	*

Summary Compensation Tables (Market Median)



Summary Compensation Table (Market Median)

Quebec - All Organizations

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commision	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commision
Assistant general manager/director	10	10	38,000	38,000	64,563	7,000	6	8	17.00	17.25	17.25	*
General manager/director	117	288	50,000	52,000	66,000	5,000	66	110	15.00	15.00	20.00	5,000
Accommodation service manager	27	61	50,000	45,000	55,000	4,000	13	18	15.00	15.00	17.39	*
Accommodation, travel, or related services supervisor	15	61	70,682	61,402	72,238	2,972	8	18	16.43	15.36	18.22	*
Assistant manager	*	*	*	*	*	*	3	3	10.00	10.00	14.00	*
Conservator, curator, or museum/gallery manager	5	5	42,000	*	49,000	*	5	5	18.00	16.00	21.00	*
Director of sales and marketing	51	190	120,000	120,000	140,000	10,087	14	24	17.55	16.95	21.19	1,990
Executive chef	37	91	52,780	40,000	42,000	2,000	18	22	17.00	17.00	17.00	2,000
Executive housekeeper	9	10	41,000	35,000	46,872	15,000	8	13	13.00	13.00	13.00	*
Food and beverage service supervisor	16	49	47,000	47,000	50,000	4,868	8	12	18.00	10.00	16.00	7,000
Guest services manager	5	6	43,000	39,494	71,808	*	11	14	13.75	13.69	16.00	*
Other manager, non-guest services	36	125	36,000	36,000	60,000	4,046	29	49	16.00	15.00	17.00	*
Recreation, sports or fitness program director	5	5	39,494	39,494	43,000	*	3	3	16.00	16.00	16.32	*
Restaurant and food service manager	25	51	39,927	35,006	36,000	2,288	11	18	18.50	17.00	20.00	2,000
Retail trade manager (Excl. travel agency)	4	8	*	24,570	48,000	*	8	16	12.69	12.69	14.10	*
Superintendent maintenance / groundskeeper	15	35	60,610	55,058	64,771	4,474	28	57	13.17	12.76	19.23	*
Travel agency manager	11	45	45,000	55,000	55,000	6,700	4	7	12.00	11.00	14.00	*
Advertising, marketing or public relations professionals	4	6	*	30,000	45,000	*	5	5	32.02	18.00	32.02	*
Bartender	6	46	31,708	31,595	31,595	5,347	46	340	8.55	8.55	8.55	4,911
Casino occupations	*	*	*	*	*	*	4	14	9.50	9.50	9.92	*
Cook	15	210	39,230	35,378	35,378	2,234	91	508	11.00	10.50	14.00	15,000
Delivery and courier service	*	*	*	*	*	*	14	50	9.90	9.90	9.90	5,000

Summary Compensation Table (Market Median)

Quebec - All Organizations

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commision	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commision
Food and beverage server	11	162	27,233	27,144	27,435	9,747	116	1,105	8.55	8.55	8.55	10,000
Food counter attendant	4	81	34,380	32,270	32,270	2,012	19	221	9.90	9.90	14.00	923
Front desk agent	7	15	40,000	40,000	50,000	*	112	504	12.00	12.00	14.47	400
Guest services attendant	12	157	42,932	28,000	34,744	2,326	40	242	13.24	13.24	13.33	1,228
Heritage interpreter	3	6	39,000	25,000	46,000	*	7	10	12.00	12.00	14.00	*
Host/hostess	9	100	55,671	42,994	43,328	2,849	32	133	9.90	9.90	12.00	2,400
Housekeeping room attendant	9	185	36,226	32,961	32,961	2,230	99	719	13.20	13.20	14.25	1,802
Janitor, caretaker or maintenance worker	5	20	40,257	35,212	35,212	2,043	46	216	14.43	13.46	15.47	200
Kitchen helper and related occupations	2	7	*	*	*	*	72	328	9.90	9.90	12.00	300
Landscaping and grounds maintenance labourer	1	1	*	*	*	*	32	99	12.70	11.00	15.99	*
Operator or attendant	3	8	38,302	32,396	32,396	*	41	661	12.00	10.00	20.00	500
Other customer/information services representative	5	12	33,200	33,200	39,650	*	20	66	12.00	11.50	13.50	*
Outdoor adventure guide	2	3	*	*	*	*	7	64	12.00	12.00	14.50	*
Passenger craft operator	*	*	*	*	*	*	3	8	9.90	9.90	9.90	*
Performing artists, athletes or related occupations	1	2	*	*	*	*	3	4	*	11.50	11.50	*
Program leader or instructor	6	9	37,000	33,000	38,000	*	36	461	10.50	11.80	15.25	*
Retail sales clerk	5	32	38,000	35,382	35,382	1,374	13	111	10.00	10.00	10.50	*
Safety or security officer	*	*	*	*	*	*	13	90	10.80	10.80	14.50	*
Sales representative or ticket agent	20	103	37,000	38,000	45,000	25,000	20	107	11.00	11.00	13.68	*
Sous chef	16	30	36,425	38,000	45,000	4,000	21	43	15.00	15.00	17.00	1,000
Support occupations in acc./travel/facility set-up (Excl. guest services)	5	12	28,034	25,787	25,787	*	11	61	14.44	13.00	14.50	*
Technical occupations in museums/galleries (Excl. interpreter)	3	4	30,000	30,000	41,000	*	4	14	11.50	11.50	11.50	*
Tour guide	7	156	21,000	27,500	36,000	630	50	364	11.50	11.00	14.00	1,500
Travel counsellor	21	160	32,000	23,400	40,000	20,000	34	245	13.00	10.25	15.53	5,118

Summary Compensation Table (Market Median)

Quebec - Food and Beverage Services

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commision	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commision
General manager/director	10	13	38,000	38,000	38,000	5,000	13	27	15.00	15.00	20.00	5,000
Executive chef	12	38	45,000	40,000	42,000	2,000	11	14	17.00	17.00	17.00	2,000
Food and beverage service supervisor	2	4	*	*	*	*	3	5	*	10.00	16.00	*
Other manager, non-guest services	3	10	*	36,000	60,000	*	4	9	*	15.00	17.00	*
Restaurant and food service manager	4	4	35,000	28,000	36,000	*	4	5	*	*	*	*
Bartender	*	*	*	*	*	*	16	155	8.55	8.55	8.55	1,000
Cook	6	11	106,470	106,470	106,470	*	45	244	11.00	10.00	13.00	15,000
Delivery and courier service	*	*	*	*	*	*	14	50	9.90	9.90	9.90	5,000
Food and beverage server	3	9	15,561	15,561	33,000	*	61	449	8.55	8.55	8.55	11,000
Food counter attendant	*	*	*	*	*	*	10	99	9.90	9.90	14.00	2,400
Front desk agent	*	*	*	*	*	*	3	7	9.90	9.90	9.90	*
Host/hostess	*	*	*	*	*	*	11	30	9.90	9.55	9.90	2,400
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	3	3	*	10.50	13.00	*
Kitchen helper and related occupations	2	7	*	*	*	*	31	128	9.90	9.90	12.00	6,000
Retail sales clerk	*	*	*	*	*	*	5	77	10.00	10.00	10.50	*
Sous chef	4	6	*	*	45,000	4,000	11	19	16.00	16.00	18.00	*

Summary Compensation Table (Market Median)

Quebec - Accommodation

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Assistant general manager/director	6	6	35,000	37,000	64,563	3,000	*	*	*	*	*	*
General manager/director	37	92	45,000	50,000	60,000	10,000	14	21	17.00	16.00	20.00	1,200
Accommodation service manager	24	58	50,000	50,000	55,000	4,000	13	18	15.00	15.00	17.39	*
Director of sales and marketing	20	125	120,000	120,000	140,000	5,000	4	4	20.19	20.00	21.65	*
Executive chef	21	24	55,000	46,000	55,000	4,000	7	8	23.00	19.00	22.00	*
Executive housekeeper	8	9	40,000	55,000	50,000	15,000	7	12	15.50	10.71	12.00	*
Food and beverage service supervisor	10	22	38,800	38,000	45,000	2,500	2	2	*	*	*	*
Other manager, non-guest services	9	20	60,000	60,000	75,000	4,000	4	4	22.00	20.00	22.00	*
Restaurant and food service manager	12	16	45,000	45,000	50,000	5,000	4	7	19.00	17.00	21.00	2,000
Superintendent maintenance / groundskeeper	8	13	50,000	48,000	55,000	15,000	20	44	12.72	12.72	21.87	*
Bartender	*	*	*	*	*	*	18	76	14.63	12.86	14.63	4,000
Casino occupations	*	*	*	*	*	*	4	14	9.50	9.50	9.92	*
Cook	3	18	22,000	22,000	36,000	*	35	225	13.79	13.05	18.00	27,000
Food and beverage server	*	*	*	*	*	*	45	495	10.80	9.50	12.07	33,000
Food counter attendant	*	*	*	*	*	*	4	11	*	12.99	15.14	*
Front desk agent	3	10	40,000	40,000	50,000	*	91	411	12.45	12.45	15.00	400
Guest services attendant	1	1	*	*	*	*	11	35	12.25	11.30	12.25	1,500
Host/hostess	3	7	*	20,000	22,000	*	17	49	14.13	11.45	17.49	*
Housekeeping room attendant	4	39	65,000	65,000	72,000	*	87	627	12.03	12.03	13.51	26,000
Janitor, caretaker or maintenance worker	1	2	*	*	*	*	23	130	14.90	14.90	16.15	*
Kitchen helper and related occupations	*	*	*	*	*	*	25	116	11.00	10.00	13.75	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	18	37	13.00	12.72	14.00	*
Program leader or instructor	*	*	*	*	*	*	11	134	10.50	10.00	12.00	*
Sales representative or ticket agent	11	60	48,000	40,000	66,000	20,000	8	21	19.00	17.00	21.06	*
Sous chef	10	22	50,000	45,000	54,293	8,000	8	10	16.50	15.00	18.00	*

Summary Compensation Table (Market Median)

Quebec - Recreation and Entertainment

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Assistant general manager/director	3	3	*	*	*	*	5	7	17.00	17.25	17.25	*
General manager/director	42	108	50,000	120,000	120,000	1,500	26	42	18.00	16.00	20.00	35,000
Accommodation service manager	3	3	40,000	40,000	70,000	*	*	*	*	*	*	*
Accommodation, travel, or related services supervisor	9	43	70,682	63,398	74,589	2,972	6	16	16.43	15.36	18.22	*
Conservator, curator, or museum/gallery manager	5	5	42,000	*	49,000	*	5	5	18.00	16.00	21.00	*
Director of sales and marketing	14	30	94,946	87,221	100,630	10,087	3	3	16.95	16.95	19.00	*
Executive chef	4	29	68,418	58,344	70,117	5,924	*	*	*	*	*	*
Food and beverage service supervisor	4	23	62,376	54,600	64,251	4,868	3	5	18.03	18.03	21.54	*
Guest services manager	2	3	*	*	*	*	7	8	13.75	13.69	16.00	*
Other manager, non-guest services	14	25	40,000	36,890	42,000	5,000	19	34	17.00	18.00	20.00	*
Recreation, sports or fitness program director	4	4	39,494	39,494	43,000	*	3	3	16.00	16.00	16.32	*
Restaurant and food service manager	9	31	39,927	35,006	35,006	2,288	3	6	16.87	16.87	19.37	*
Retail trade manager (Excl. travel agency)	*	*	*	*	*	*	6	14	12.69	12.69	14.10	*
Superintendent maintenance / groundskeeper	7	22	60,610	55,058	64,771	*	7	12	15.00	13.17	18.76	*
Bartender	6	46	31,708	31,595	31,595	5,347	12	109	15.30	15.25	15.25	*
Cook	6	181	39,230	35,378	35,378	2,234	11	39	12.00	12.69	13.50	*
Food and beverage server	8	153	27,233	27,435	27,435	9,747	10	161	13.61	13.40	13.40	*
Food counter attendant	4	81	34,380	32,270	32,270	2,012	4	107	18.03	16.88	16.88	*
Front desk agent	2	3	*	*	*	*	16	83	12.00	11.79	14.23	*
Guest services attendant	11	156	42,932	34,744	34,744	2,326	19	166	14.30	13.31	13.33	1,228
Heritage interpreter	3	6	39,000	25,000	46,000	*	7	10	12.00	12.00	14.00	*
Host/hostess	6	93	55,671	43,328	43,328	2,849	4	54	22.83	20.15	20.15	*
Housekeeping room attendant	5	146	36,226	32,961	32,961	2,230	11	91	19.82	17.82	17.82	1,802

Summary Compensation Table (Market Median)

Quebec - Recreation and Entertainment

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Janitor, caretaker or maintenance worker	4	18	40,257	35,212	35,212	2,043	20	83	13.66	13.46	15.47	*
Kitchen helper and related occupations	*	*	*	*	*	*	16	84	9.90	9.90	12.00	*
Landscaping and grounds maintenance labourer	1	1	*	*	*	*	14	62	12.50	10.50	16.00	*
Operator or attendant	2	7	*	*	*	*	38	652	12.00	10.00	20.00	500
Outdoor adventure guide	*	*	*	*	*	*	7	64	12.00	12.00	14.50	*
Program leader or instructor	5	8	38,000	37,000	41,000	*	24	320	10.25	11.87	15.50	*
Retail sales clerk	4	26	38,611	35,382	35,382	1,374	8	34	12.07	12.07	13.68	*
Safety or security officer	*	*	*	*	*	*	12	85	10.80	10.80	14.50	*
Sales representative or ticket agent	3	11	*	*	*	*	9	73	11.00	11.00	13.68	*
Support occupations in acc./travel/facility set-up (Excl. guest services)	2	8	*	*	*	*	3	6	16.12	15.42	21.06	*
Technical occupations in museums/galleries (Excl. interpreter)	2	3	*	*	*	*	4	14	11.50	11.50	11.50	*
Tour guide	4	8	19,555	27,500	36,000	*	44	247	11.50	11.00	14.00	5,000

Summary Compensation Table (Market Median)

Quebec - Travel Services

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	28	75	90,000	90,000	118,000	25,000	13	20	15.00	15.70	21.00	3,500
Accommodation, travel, or related services supervisor	4	14	36,036	34,369	47,429	*	2	2	*	*	*	*
Director of sales and marketing	17	35	45,500	46,000	60,000	46,500	7	17	18.13	14.35	21.53	8,393
Guest services manager	3	3	*	*	*	*	4	6	15.00	15.00	17.92	*
Other manager, non-guest services	10	70	41,000	37,450	54,500	*	2	2	*	*	*	*
Retail trade manager (Excl. travel agency)	3	7	*	24,570	48,000	*	2	2	*	*	*	*
Travel agency manager	10	43	45,000	31,239	43,778	6,700	3	3	15.00	15.00	15.00	*
Advertising, marketing or public relations professionals	3	4	*	40,000	55,000	*	3	3	18.00	18.00	18.00	*
Guest services attendant	*	*	*	*	*	*	10	41	10.00	10.00	12.78	*
Operator or attendant	1	1	*	*	*	*	3	9	*	13.00	*	*
Other customer/information services representative	3	10	33,200	33,200	39,650	*	18	56	12.00	12.00	13.00	*
Sales representative or ticket agent	4	24	*	71,680	80,285	25,000	2	10	*	*	*	*
Support occupations in acc./travel/facility set-up (Excl. guest services)	3	4	40,000	*	*	*	*	*	*	*	*	*
Tour guide	3	148	21,000	*	*	630	6	117	10.00	10.00	10.00	*
Travel counsellor	21	160	32,000	23,400	40,000	20,000	34	245	13.00	10.25	15.53	5,118

Summary Compensation Table (Market Median)

Quebec - Montréal

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	31	78	54,133	50,000	60,000	15,000	10	18	20.00	20.00	25.00	3,500
Accommodation service manager	7	30	65,000	65,000	75,000	*	3	4	16.00	15.00	18.00	*
Accommodation, travel, or related services supervisor	10	35	65,847	59,280	69,742	4,854	1	3	*	*	*	*
Director of sales and marketing	17	142	120,000	120,000	140,000	10,087	3	6	*	14.35	*	*
Executive chef	6	22	68,418	58,344	70,117	5,924	2	2	*	*	*	*
Executive housekeeper	3	4	75,000	*	*	*	1	1	*	*	*	*
Food and beverage service supervisor	7	28	54,893	51,230	60,278	4,868	*	*	*	*	*	*
Other manager, non-guest services	15	83	50,000	45,000	54,500	8,228	6	14	12.00	20.00	21.00	*
Restaurant and food service manager	10	33	39,927	35,006	35,006	2,288	4	7	19.00	17.00	21.00	2,000
Superintendent maintenance / groundskeeper	10	28	60,610	55,058	64,771	4,474	8	13	21.87	21.87	21.87	*
Travel agency manager	7	29	45,000	70,000	85,000	6,000	1	1	*	*	*	*
Bartender	1	5	*	*	*	*	13	191	8.55	8.55	8.55	*
Cook	4	114	39,230	35,378	35,378	*	16	96	10.50	10.50	13.00	*
Food and beverage server	1	38	*	*	*	*	20	344	8.55	8.55	8.55	*
Food counter attendant	1	44	*	*	*	*	5	84	*	16.88	16.88	*
Front desk agent	2	5	*	*	*	*	24	111	12.00	11.79	14.47	*
Guest services attendant	4	58	29,036	23,507	23,507	2,685	5	59	*	13.33	13.33	1,228
Host/hostess	3	27	*	39,458	39,458	*	9	47	22.83	20.15	20.15	1,689
Housekeeping room attendant	5	168	36,226	32,961	32,961	2,230	19	218	19.82	17.82	17.82	*
Janitor, caretaker or maintenance worker	2	3	*	*	*	*	14	88	16.61	16.61	18.22	*
Kitchen helper and related occupations	*	*	*	*	*	*	13	52	10.00	9.95	11.00	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	6	17	10.50	10.50	16.00	*
Operator or attendant	2	7	*	*	*	*	5	15	13.00	12.00	15.00	*

Summary Compensation Table (Market Median)

Quebec - Montréal

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commision	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commision
Other customer/information services representative	2	8	*	*	*	*	3	12	12.00	11.50	13.50	*
Program leader or instructor	4	7	37,000	33,000	38,000	*	16	217	10.50	12.16	15.18	*
Retail sales clerk	2	21	*	*	*	*	4	30	10.00	10.00	10.50	*
Safety or security officer	*	*	*	*	*	*	3	21	*	10.80	10.80	*
Sales representative or ticket agent	8	54	52,000	38,000	66,000	20,000	8	57	11.00	10.05	13.75	*
Sous chef	3	7	*	45,000	55,000	*	4	5	14.00	14.00	17.00	*
Support occupations in acc./travel/facility set-up (Excl. guest services)	1	1	*	*	*	*	7	37	15.69	15.42	15.69	*
Technical occupations in museums/ galleries (Excl. interpreter)	1	1	*	*	*	*	3	4	24.48	24.48	29.48	*
Tour guide	2	92	*	*	*	*	5	33	11.50	11.00	14.00	*
Travel counsellor	13	103	32,000	21,840	32,701	15,000	19	141	13.31	10.25	15.53	7,171

Summary Compensation Table (Market Median)

Quebec - National Capital

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	6	9	32,000	32,000	38,000	500	4	13	10.00	12.00	20.00	*
Director of sales and marketing	3	4	113,303	90,355	112,923	11,851	*	*	*	*	*	*
Executive chef	9	19	48,000	44,000	55,000	4,601	1	1	*	*	*	*
Other manager, non-guest services	4	6	35,000	35,000	40,000	*	*	*	*	*	*	*
Restaurant and food service manager	5	7	35,000	28,000	36,000	*	1	2	*	*	*	*
Bartender	2	25	*	*	*	*	6	21	12.00	8.55	14.50	*
Cook	4	64	43,541	41,621	41,621	*	18	76	10.00	10.00	14.00	*
Delivery and courier service	*	*	*	*	*	*	4	8	9.75	9.75	9.90	*
Food and beverage server	6	86	26,987	26,894	26,894	7,028	22	119	8.55	8.55	8.95	15,600
Food counter attendant	1	30	*	*	*	*	6	98	9.90	9.90	14.00	*
Front desk agent	*	*	*	*	*	*	7	27	13.45	13.45	13.95	*
Guest services attendant	3	61	45,232	*	*	1,647	5	48	14.30	13.31	13.31	654
Host/hostess	2	54	*	*	*	*	7	28	8.00	8.00	9.00	*
Housekeeping room attendant	*	*	*	*	*	*	5	61	18.13	18.13	18.13	*
Kitchen helper and related occupations	*	*	*	*	*	*	12	27	10.50	10.00	12.00	*
Operator or attendant	*	*	*	*	*	*	3	374	*	10.00	20.00	*
Other customer/information services representative	*	*	*	*	*	*	4	10	12.00	12.00	15.00	*
Sous chef	3	5	*	*	41,000	*	5	13	20.00	13.00	16.00	*
Travel counsellor	1	2	*	*	*	*	3	6	*	9.50	*	*

Summary Compensation Table (Market Median)

Quebec - Other Regions

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Assistant general manager/director	6	6	38,000	38,000	70,000	*	5	7	17.00	17.25	17.25	*
General manager/director	83	201	45,000	60,000	80,000	5,000	52	79	15.00	15.00	20.00	5,000
Accommodation service manager	19	26	38,000	35,000	45,000	8,000	9	13	15.00	15.00	17.39	*
Accommodation, travel, or related services supervisor	6	22	73,345	64,771	80,974	*	7	15	16.43	16.43	18.22	*
Conservator, curator, or museum/gallery manager	5	5	42,000	*	49,000	*	4	4	19.50	18.00	22.00	*
Director of sales and marketing	33	44	50,000	48,779	60,000	7,833	11	17	16.95	15.19	21.19	5,704
Executive chef	23	50	45,000	40,000	42,000	2,000	14	18	17.00	17.00	17.00	1,000
Executive housekeeper	5	5	41,000	34,720	41,000	*	7	12	13.00	13.00	13.00	*
Food and beverage service supervisor	10	17	45,000	45,000	50,000	10,000	7	11	18.00	10.00	16.00	7,000
Guest services manager	5	6	43,000	39,494	71,808	*	10	12	15.00	15.00	16.32	*
Other manager, non-guest services	18	36	36,890	36,000	60,000	4,046	22	34	16.00	15.00	17.00	*
Recreation, sports or fitness program director	4	4	38,000	*	60,000	*	3	3	16.00	16.00	16.32	*
Restaurant and food service manager	11	11	45,000	45,000	48,000	5,000	6	9	16.00	12.00	16.00	*
Retail trade manager (Excl. travel agency)	3	3	*	35,000	40,000	*	8	16	12.69	12.69	14.10	*
Superintendent maintenance / groundskeeper	5	6	55,000	55,000	65,000	*	18	42	13.17	12.72	18.76	*
Travel agency manager	5	13	45,000	31,239	43,778	6,700	3	6	12.00	11.00	14.00	*
Advertising, marketing or public relations professionals	3	4	*	40,000	55,000	*	4	4	18.00	18.00	18.00	*
Bartender	4	16	32,477	32,365	32,365	4,208	27	128	9.00	9.00	10.00	1,000
Casino occupations	*	*	*	*	*	*	3	8	9.92	9.92	9.92	*
Cook	7	32	103,845	103,845	103,845	25,000	56	334	11.00	10.00	13.00	11,000
Delivery and courier service	*	*	*	*	*	*	8	34	9.90	9.90	9.90	*
Food and beverage server	4	38	27,530	27,435	27,602	7,024	73	639	8.55	8.55	8.65	10,000
Food counter attendant	2	7	*	*	*	*	8	39	8.55	8.55	8.55	*

Summary Compensation Table (Market Median)

Quebec - Other Regions

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Front desk agent	5	10	35,000	35,000	36,000	*	82	366	12.12	12.00	14.70	400
Guest services attendant	6	38	43,906	37,880	37,880	1,819	30	135	12.65	12.60	14.05	500
Heritage interpreter	2	3	*	*	*	*	5	7	12.00	12.00	14.00	*
Host/hostess	4	19	49,412	43,328	43,328	2,444	16	58	9.90	9.90	12.69	*
Housekeeping room attendant	4	17	35,779	34,074	34,074	*	75	440	11.41	11.30	13.00	900
Janitor, caretaker or maintenance worker	4	17	40,257	35,212	35,212	2,043	31	124	12.75	12.75	15.47	200
Kitchen helper and related occupations	2	7	*	*	*	*	46	248	9.90	9.90	13.00	300
Landscaping and grounds maintenance labourer	1	1	*	*	*	*	25	78	12.75	11.00	15.91	*
Operator or attendant	1	1	*	*	*	*	33	272	12.00	10.05	12.00	500
Other customer/information services representative	3	4	*	*	*	*	14	44	18.00	12.00	13.00	*
Outdoor adventure guide	2	3	*	*	*	*	7	64	12.00	12.00	14.50	*
Passenger craft operator	*	*	*	*	*	*	3	8	9.90	9.90	9.90	*
Program leader or instructor	2	2	*	*	*	*	18	207	11.80	11.80	15.50	*
Retail sales clerk	1	6	*	*	*	*	9	81	10.00	10.00	11.00	*
Safety or security officer	*	*	*	*	*	*	9	64	13.17	13.17	15.88	*
Sales representative or ticket agent	10	36	37,000	37,000	42,000	50,000	11	46	12.07	12.04	13.68	*
Sous chef	10	18	30,000	38,000	45,000	4,000	13	25	16.00	16.00	17.00	1,000
Support occupations in acc./travel/facility set-up (Excl. guest services)	4	11	28,034	25,787	25,787	*	5	24	12.00	11.00	13.13	*
Tour guide	7	64	21,000	27,500	36,000	630	45	331	11.00	11.00	13.75	1,500
Travel counsellor	8	55	32,000	30,000	80,000	42,800	17	98	12.86	11.00	15.00	2,803

Summary Compensation Table (Market Median)

Quebec - Non union

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commision	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commision
Assistant general manager/director	10	10	38,000	38,000	64,563	7,000	6	8	17.00	17.25	17.25	*
General manager/director	117	288	50,000	52,000	66,000	5,000	65	109	15.00	15.00	20.00	5,000
Accommodation service manager	27	61	50,000	45,000	55,000	4,000	13	18	15.00	15.00	17.39	*
Accommodation, travel, or related services supervisor	14	54	70,682	63,398	74,589	2,972	5	10	14.00	14.00	19.18	*
Assistant manager	*	*	*	*	*	*	3	3	10.00	10.00	14.00	*
Conservator, curator, or museum/gallery manager	5	5	42,000	*	49,000	*	5	5	18.00	16.00	21.00	*
Director of sales and marketing	49	182	120,000	120,000	140,000	10,087	14	24	17.55	16.95	21.19	1,990
Executive chef	37	91	52,780	40,000	42,000	2,000	18	22	17.00	17.00	17.00	2,000
Executive housekeeper	9	10	41,000	35,000	46,872	15,000	8	13	13.00	13.00	13.00	*
Food and beverage service supervisor	16	49	47,000	47,000	50,000	4,868	8	12	18.00	10.00	16.00	7,000
Guest services manager	5	6	43,000	39,494	71,808	*	10	13	13.75	14.00	16.00	*
Other manager, non-guest services	34	118	36,000	36,000	60,000	4,046	27	47	16.00	15.00	17.00	*
Recreation, sports or fitness program director	5	5	39,494	39,494	43,000	*	3	3	16.00	16.00	16.32	*
Restaurant and food service manager	23	32	45,000	42,266	48,000	7,346	11	18	18.50	17.00	20.00	2,000
Retail trade manager (Excl. travel agency)	4	8	*	24,570	48,000	*	4	8	9.90	9.90	11.00	*
Superintendent maintenance / groundskeeper	15	34	60,610	55,058	64,771	4,474	21	38	15.00	12.76	19.19	*
Travel agency manager	10	43	45,000	70,000	85,000	6,700	4	7	12.00	11.00	14.00	*
Advertising, marketing or public relations professionals	4	6	*	30,000	45,000	*	4	4	18.00	18.00	18.00	*
Bartender	*	*	*	*	*	*	28	201	8.55	8.55	8.55	1,000
Cook	9	29	103,845	103,845	40,000	*	75	370	11.00	10.00	13.00	15,000
Delivery and courier service	*	*	*	*	*	*	14	50	9.90	9.90	9.90	5,000
Food and beverage server	4	10	15,561	15,561	33,000	33,600	93	713	8.55	8.55	8.55	11,000

Summary Compensation Table (Market Median)

Quebec - Non union

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commision	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commision
Food counter attendant	*	*	*	*	*	*	13	110	9.90	9.90	14.00	2,400
Front desk agent	6	10	33,000	33,000	33,000	*	83	365	12.00	11.50	13.94	500
Guest services attendant	3	5	40,578	34,744	34,744	*	30	110	10.13	10.50	12.50	500
Heritage interpreter	3	6	39,000	25,000	46,000	*	7	10	12.00	12.00	14.00	*
Host/hostess	3	7	*	20,000	22,000	*	23	77	9.90	9.90	11.00	2,400
Housekeeping room attendant	5	40	65,000	65,000	72,000	*	68	263	11.00	10.50	13.00	200
Janitor, caretaker or maintenance worker	3	6	45,396	37,690	37,690	*	23	63	10.50	10.50	12.95	200
Kitchen helper and related occupations	2	7	*	*	*	*	59	267	9.90	9.90	12.00	300
Landscaping and grounds maintenance labourer	1	1	*	*	*	*	25	81	12.75	10.50	15.99	*
Operator or attendant	3	8	38,302	32,396	32,396	*	31	599	10.05	10.00	20.00	500
Other customer/information services representative	4	5	*	*	47,000	*	15	44	12.00	11.50	13.50	*
Outdoor adventure guide	2	3	*	*	*	*	6	59	10.50	10.50	14.50	*
Passenger craft operator	*	*	*	*	*	*	3	8	9.90	9.90	9.90	*
Performing artists, athletes or related occupations	1	2	*	*	*	*	3	4	*	11.50	11.50	*
Program leader or instructor	6	9	37,000	33,000	38,000	*	30	446	10.50	11.80	15.25	*
Retail sales clerk	1	6	*	*	*	*	10	85	10.00	10.00	10.50	*
Safety or security officer	*	*	*	*	*	*	8	57	10.53	10.53	11.02	*
Sales representative or ticket agent	20	103	37,000	38,000	45,000	25,000	16	80	11.00	11.00	13.75	*
Sous chef	15	29	36,425	38,000	45,000	4,000	20	41	15.00	15.00	17.00	1,000
Support occupations in acc./travel/facility set-up (Excl. guest services)	3	4	40,000	*	*	*	4	14	10.25	10.25	13.13	*
Technical occupations in museums/galleries (Excl. interpreter)	3	4	30,000	30,000	41,000	*	2	12	*	*	*	*
Tour guide	6	155	21,000	19,555	19,555	630	49	351	11.00	11.00	13.75	1,500
Travel counsellor	19	156	32,000	23,400	38,500	15,000	34	245	13.00	10.25	15.53	5,118

Summary Compensation Table (Market Median)

Quebec - Union

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commision	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commision
Accommodation, travel, or related services supervisor	3	7	*	61,402	72,238	*	3	8	16.43	16.43	18.22	*
Retail trade manager (Excl. travel agency)	*	*	*	*	*	*	4	8	12.69	12.69	14.10	*
Superintendent maintenance / groundskeeper	1	1	*	*	*	*	8	19	13.17	13.17	21.87	*
Bartender	6	46	31,708	31,595	31,595	5,347	18	139	15.30	15.25	15.25	4,911
Cook	6	181	39,230	35,378	35,378	2,234	16	138	13.23	13.05	19.43	*
Food and beverage server	7	152	27,233	27,435	27,435	9,747	23	392	13.61	13.40	13.40	5,384
Food counter attendant	4	81	34,380	32,270	32,270	2,012	6	111	18.03	16.88	16.88	*
Front desk agent	1	5	*	*	*	*	31	139	14.50	14.50	17.50	400
Guest services attendant	10	152	42,932	27,685	27,685	2,326	10	132	14.30	13.31	13.33	1,228
Host/hostess	6	93	55,671	43,328	43,328	2,849	9	56	22.83	20.15	20.15	*
Housekeeping room attendant	4	145	36,226	32,961	32,961	2,230	31	456	18.13	17.82	17.82	1,802
Janitor, caretaker or maintenance worker	2	14	*	*	*	*	23	153	15.47	14.47	16.10	*
Kitchen helper and related occupations	*	*	*	*	*	*	13	61	11.95	11.95	13.46	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	7	18	12.14	12.14	15.91	*
Operator or attendant	*	*	*	*	*	*	10	62	13.34	13.34	15.47	*
Other customer/information services representative	1	7	*	*	*	*	5	22	18.00	18.00	27.00	*
Program leader or instructor	*	*	*	*	*	*	6	15	14.70	14.70	19.67	*
Retail sales clerk	4	26	38,611	35,382	35,382	1,374	3	26	12.07	12.07	13.68	*
Safety or security officer	*	*	*	*	*	*	5	33	13.81	13.81	15.88	*
Sales representative or ticket agent	*	*	*	*	*	*	4	27	12.07	12.07	13.68	*
Support occupations in acc./travel/facility set-up (Excl. guest services)	2	8	*	*	*	*	8	47	14.44	14.44	14.50	*

Summary Compensation Table (Market Median)

Quebec - Full Time

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commision	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commision
Assistant general manager/director	9	9	38,000	38,000	64,563	7,000	4	4	17.71	17.71	*	*
General manager/director	110	277	50,000	54,633	68,000	5,000	55	84	15.00	15.00	20.00	5,000
Accommodation service manager	25	59	50,000	45,000	58,000	4,000	10	12	15.00	15.00	15.00	*
Accommodation, travel, or related services supervisor	15	61	70,682	61,402	72,238	2,972	4	9	16.43	16.43	18.22	*
Conservator, curator, or museum/gallery manager	5	5	42,000	*	49,000	*	5	5	18.00	16.00	21.00	*
Director of sales and marketing	48	187	120,000	120,000	140,000	10,087	13	23	17.55	16.95	21.19	1,990
Executive chef	37	91	52,780	40,000	42,000	2,000	12	15	17.00	17.00	17.00	2,000
Executive housekeeper	9	10	41,000	35,000	46,872	15,000	4	5	15.00	12.00	12.85	*
Food and beverage service supervisor	16	48	45,000	45,000	50,000	4,868	3	5	*	10.00	16.00	*
Guest services manager	5	6	43,000	39,494	71,808	*	6	8	15.00	15.00	15.00	*
Other manager, non-guest services	32	115	48,000	36,000	60,000	4,046	24	36	16.50	16.00	21.00	*
Recreation, sports or fitness program director	5	5	39,494	39,494	43,000	*	3	3	16.00	16.00	16.32	*
Restaurant and food service manager	23	41	39,927	35,006	36,000	3,000	9	16	19.00	17.00	20.00	2,000
Retail trade manager (Excl. travel agency)	4	8	*	24,570	48,000	*	4	7	12.69	12.69	14.10	*
Superintendent maintenance / groundskeeper	15	35	60,610	55,058	64,771	4,474	19	45	14.00	12.76	21.87	*
Travel agency manager	11	45	45,000	55,000	55,000	6,700	3	3	15.00	15.00	15.00	*
Advertising, marketing or public relations professionals	4	6	*	30,000	45,000	*	5	5	32.02	18.00	32.02	*
Bartender	4	28	31,708	31,595	31,595	8,442	24	99	9.00	8.55	14.50	30,000
Cook	12	142	39,230	35,378	36,000	2,234	58	356	12.00	11.00	15.00	21,000
Delivery and courier service	*	*	*	*	*	*	8	32	9.90	9.90	9.95	*
Food and beverage server	8	99	26,987	26,894	27,954	11,387	75	615	8.55	8.55	8.65	13,000
Food counter attendant	3	78	34,380	32,270	32,270	2,012	8	53	9.90	9.90	14.00	*

Summary Compensation Table (Market Median)

Quebec - Full Time

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Front desk agent	7	14	40,000	40,000	50,000	*	78	349	12.45	12.45	15.00	500
Guest services attendant	8	125	40,578	27,685	27,685	2,685	12	35	12.60	12.60	14.05	*
Heritage interpreter	3	6	39,000	25,000	46,000	*	2	3	*	*	*	*
Host/hostess	6	72	55,671	48,173	51,522	2,849	12	37	9.90	9.90	9.90	2,400
Housekeeping room attendant	8	173	36,226	32,961	32,961	2,230	49	393	13.21	13.21	14.17	19,000
Janitor, caretaker or maintenance worker	3	12	40,257	35,212	35,212	*	26	144	15.47	14.00	16.10	*
Kitchen helper and related occupations	1	4	*	*	*	*	35	130	9.90	9.90	12.50	6,000
Landscaping and grounds maintenance labourer	1	1	*	*	*	*	11	21	13.00	13.00	15.00	*
Operator or attendant	2	4	*	*	*	*	10	58	13.34	13.34	15.47	*
Other customer/information services representative	5	12	33,200	33,200	39,650	*	5	11	12.00	11.50	13.50	*
Program leader or instructor	6	9	37,000	33,000	38,000	*	12	34	11.50	11.50	15.50	*
Retail sales clerk	3	16	38,611	34,426	34,426	2,104	4	13	10.01	10.36	12.00	*
Sales representative or ticket agent	19	95	37,000	38,000	45,000	25,000	12	46	11.00	11.00	13.75	*
Sous chef	15	29	36,425	38,000	45,000	4,000	14	19	18.00	18.00	19.00	*
Support occupations in acc./travel/facility set-up (Excl. guest services)	4	5	40,000	25,787	25,787	*	7	45	14.44	13.00	14.50	*
Tour guide	5	139	21,000	27,500	36,000	630	2	3	*	*	*	*
Travel counsellor	18	128	32,000	23,400	40,000	15,000	20	123	13.39	10.25	15.53	7,960

Summary Compensation Table (Market Median)

Quebec - Part Time

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	9	11	37,000	37,000	42,000	*	5	13	17.58	17.58	17.58	*
Director of sales and marketing	3	3	*	*	13,000	*	*	*	*	*	*	*
Other manager, non-guest services	2	4	*	*	*	*	5	10	12.50	15.00	17.00	*
Superintendent maintenance / groundskeeper	*	*	*	*	*	*	3	4	12.03	12.03	12.03	*
Bartender	3	18	31,648	31,533	31,533	4,530	18	70	8.75	8.75	8.75	1,000
Cook	3	68	36,027	32,902	32,902	*	22	78	9.90	9.90	13.00	*
Delivery and courier service	*	*	*	*	*	*	6	18	9.90	9.90	9.90	*
Food and beverage server	3	63	27,233	27,144	27,144	7,028	35	250	8.55	8.55	8.55	11,000
Food counter attendant	1	3	*	*	*	*	6	66	9.90	9.90	14.00	*
Front desk agent	*	*	*	*	*	*	38	130	12.00	11.50	13.50	400
Guest services attendant	4	32	45,232	40,851	40,851	1,610	7	22	10.22	12.25	12.25	*
Heritage interpreter	*	*	*	*	*	*	3	4	*	12.00	13.00	*
Host/hostess	4	28	46,939	42,994	42,994	1,473	14	38	9.90	10.00	10.75	*
Housekeeping room attendant	2	12	*	*	*	*	41	215	11.30	11.30	13.00	*
Janitor, caretaker or maintenance worker	2	8	*	*	*	*	8	15	13.25	13.25	15.70	*
Kitchen helper and related occupations	1	3	*	*	*	*	31	142	9.90	9.90	13.00	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	6	8	12.72	12.72	13.00	*
Operator or attendant	1	4	*	*	*	*	7	74	12.00	9.90	9.90	*
Other customer/information services representative	*	*	*	*	*	*	4	14	12.00	11.50	13.50	*
Outdoor adventure guide	*	*	*	*	*	*	3	37	12.00	12.82	32.05	*
Program leader or instructor	*	*	*	*	*	*	12	237	9.90	11.87	15.25	*
Retail sales clerk	2	16	*	*	*	*	3	27	10.01	10.01	11.00	*

Summary Compensation Table (Market Median)

Quebec - Part Time

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commision	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commision
Sales representative or ticket agent	1	8	*	*	*	*	6	37	9.90	9.90	10.50	*
Sous chef	*	*	*	*	*	*	3	9	*	9.90	13.00	*
Support occupations in acc./travel/facility set-up (Excl. guest services)	1	7	*	*	*	*	4	13	14.44	14.44	14.50	*
Tour guide	1	14	*	*	*	*	17	144	11.00	11.00	12.00	1,500
Travel counsellor	3	30	*	*	*	*	19	116	12.00	10.25	15.53	2,803

Summary Compensation Table (Market Median)

Quebec - Seasonal

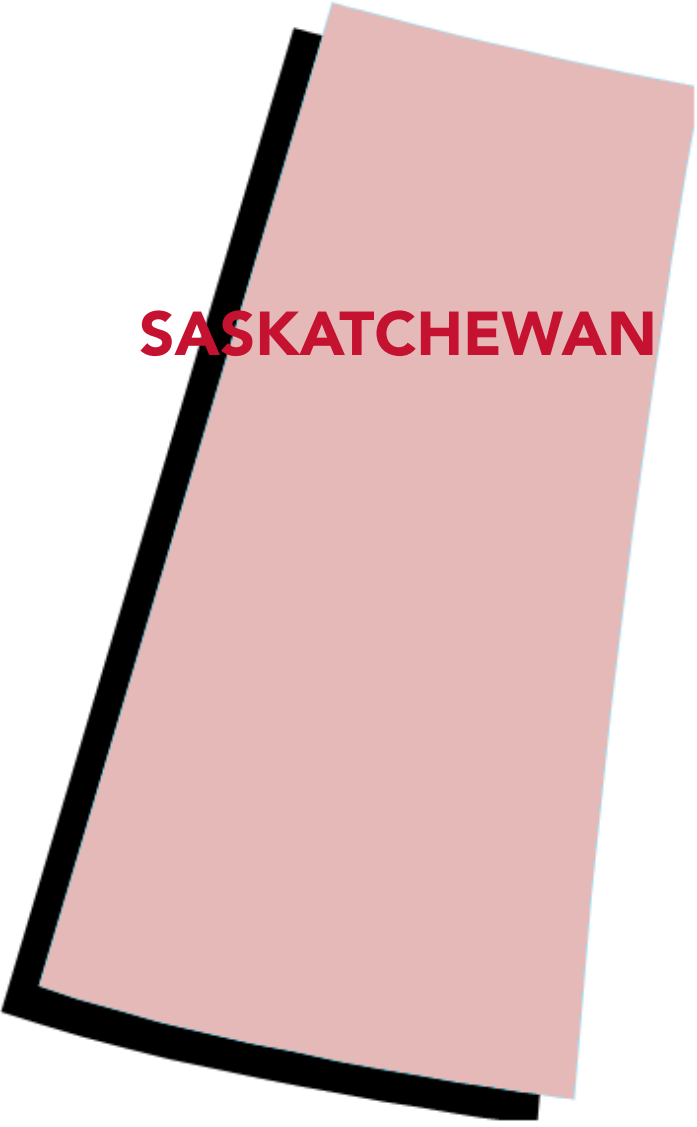
Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commision	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commision
General manager/director	*	*	*	*	*	*	6	13	18.00	16.00	22.00	*
Accommodation, travel, or related services supervisor	*	*	*	*	*	*	3	6	*	*	20.00	*
Executive chef	*	*	*	*	*	*	4	5	*	17.00	21.65	*
Food and beverage service supervisor	*	*	*	*	*	*	4	4	18.00	18.00	18.00	*
Guest services manager	*	*	*	*	*	*	4	4	13.69	13.69	16.32	*
Other manager, non-guest services	2	6	*	*	*	*	3	3	16.00	16.00	16.00	*
Retail trade manager (Excl. travel agency)	*	*	*	*	*	*	5	9	12.69	12.69	14.10	*
Superintendent maintenance / groundskeeper	*	*	*	*	*	*	6	8	13.17	13.17	18.76	*
Bartender	*	*	*	*	*	*	7	171	8.55	8.55	8.55	*
Cook	*	*	*	*	*	*	15	74	10.00	10.00	13.00	5,000
Food and beverage server	*	*	*	*	*	*	12	240	8.55	8.55	8.55	*
Food counter attendant	*	*	*	*	*	*	5	102	*	16.88	16.88	*
Front desk agent	1	1	*	*	*	*	10	25	9.90	10.50	11.00	*
Guest services attendant	*	*	*	*	*	*	23	185	14.30	13.31	13.33	1,228
Heritage interpreter	*	*	*	*	*	*	3	3	12.00	12.00	12.00	*
Host/hostess	*	*	*	*	*	*	7	58	22.83	9.90	20.15	*
Housekeeping room attendant	*	*	*	*	*	*	16	111	19.82	17.82	17.82	*
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	13	57	10.50	10.50	12.95	*
Kitchen helper and related occupations	*	*	*	*	*	*	8	56	9.90	9.90	12.00	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	17	70	12.50	10.50	16.00	*
Operator or attendant	*	*	*	*	*	*	26	529	10.05	10.00	20.00	500
Other customer/information services representative	*	*	*	*	*	*	12	41	12.00	12.00	12.55	*

Summary Compensation Table (Market Median)

Quebec - Seasonal

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commision	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commision
Passenger craft operator	*	*	*	*	*	*	3	7	9.90	9.90	9.90	*
Program leader or instructor	*	*	*	*	*	*	13	190	10.65	10.04	12.75	*
Retail sales clerk	*	*	*	*	*	*	6	71	10.00	10.00	10.50	*
Safety or security officer	*	*	*	*	*	*	11	70	10.80	10.55	11.08	*
Sales representative or ticket agent	*	*	*	*	*	*	4	24	12.07	12.07	13.68	*
Sous chef	*	*	*	*	*	*	4	15	14.00	14.00	17.00	*
Tour guide	1	3	*	*	*	*	31	217	11.50	11.00	14.00	*
Travel counsellor	1	2	*	*	*	*	4	6	13.00	15.00	16.00	*

Summary Compensation Tables (Market Median)



Summary Compensation Table (Market Median)

Saskatchewan - All Organizations

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	35	104	115,000	115,000	145,000	6,000	6	13	16.70	10.00	16.00	*
Accommodation service manager	4	4	50,166	42,640	57,689	*	3	5	12.00	12.00	15.00	*
Assistant manager	2	2	*	*	*	*	3	5	12.50	12.50	17.00	*
Conservator, curator, or museum/gallery manager	6	10	57,541	57,541	65,389	*	*	*	*	*	*	*
Director of sales and marketing	6	20	100,000	75,000	100,000	35,000	1	1	*	*	*	*
Executive chef	4	5	45,000	45,000	52,000	4,000	2	9	*	*	*	*
Executive housekeeper	4	5	40,000	30,000	57,689	10,000	3	3	14.00	14.00	14.00	*
Food and beverage service supervisor	3	6	34,904	32,240	44,928	*	5	23	15.00	12.45	15.00	*
Other manager, non-guest services	8	15	53,729	53,729	68,120	6,000	4	18	11.50	11.50	13.00	*
Restaurant and food service manager	7	15	30,000	30,000	42,500	5,000	6	10	16.00	15.00	16.00	*
Superintendent maintenance / groundskeeper	6	6	45,000	40,000	59,820	1,000	4	4	16.00	16.00	16.45	*
Travel agency manager	6	9	40,000	40,000	45,000	*	*	*	*	*	*	*
Bartender	1	1	*	*	*	*	16	59	10.00	10.00	12.00	*
Cook	2	9	*	*	*	*	27	148	12.75	12.00	16.00	1,200
Food and beverage server	*	*	*	*	*	*	28	397	10.04	10.00	12.76	100
Food counter attendant	1	2	*	*	*	*	8	48	10.50	10.50	17.00	*
Front desk agent	1	1	*	*	*	*	16	67	11.92	11.14	14.00	720
Heritage interpreter	3	15	35,738	35,738	43,440	*	4	16	*	10.00	12.00	*
Host/hostess	1	10	*	*	*	*	5	27	14.55	12.00	14.55	*
Housekeeping room attendant	*	*	*	*	*	*	16	119	11.31	10.75	12.75	300
Janitor, caretaker or maintenance worker	1	1	*	*	*	*	8	24	13.85	13.00	14.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	11	78	12.00	11.00	14.00	*
Landscaping and grounds maintenance labourer	*	*	*	*	*	*	3	34	*	12.00	15.00	*

Summary Compensation Table (Market Median)

Saskatchewan - All Organizations

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Operator or attendant	*	*	*	*	*	*	5	11	16.00	16.00	16.37	*
Other customer/information services representative	*	*	*	*	*	*	3	13	10.00	10.00	13.00	*
Passenger craft operator	*	*	*	*	*	*	3	7	20.00	20.00	25.00	*
Performing artists, athletes or related occupations	3	3	36,000	*	*	*	1	1	*	*	*	*
Program leader or instructor	2	2	*	*	*	*	9	73	12.00	12.00	15.35	*
Retail sales clerk	2	5	*	*	*	*	10	35	13.15	12.00	13.47	*
Sales representative or ticket agent	4	9	47,109	40,044	66,000	1,000	*	*	*	*	*	*
Technical occupations in museums/galleries (Excl. interpreter)	2	3	*	*	*	*	4	23	15.00	15.00	17.00	*
Travel counsellor	5	19	22,000	22,000	30,279	2,500	5	11	12.50	9.50	13.35	4,551

Summary Compensation Table (Market Median)

Saskatchewan - Food and Beverage Services

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	4	5	50,000	45,000	50,000	*	5	12	20.00	10.00	16.00	*
Restaurant and food service manager	3	8	*	30,000	42,500	*	4	7	16.00	16.00	19.00	*
Cook	2	9	*	*	*	*	11	38	11.00	11.00	16.00	*
Food and beverage server	*	*	*	*	*	*	13	86	10.00	10.00	11.00	100
Food counter attendant	1	2	*	*	*	*	4	19	10.50	10.50	17.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	6	21	11.00	11.00	12.00	*

Summary Compensation Table (Market Median)

Saskatchewan - Accommodation

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	13	15	37,000	25,000	40,000	8,000	1	1	*	*	*	*
Accommodation service manager	4	4	50,166	42,640	57,689	*	3	5	12.00	12.00	15.00	*
Executive housekeeper	4	5	40,000	30,000	57,689	10,000	3	3	14.00	14.00	14.00	*
Superintendent maintenance / groundskeeper	3	3	45,000	40,000	60,000	*	3	3	*	16.00	16.45	*
Bartender	1	1	*	*	*	*	9	30	11.42	10.62	14.00	*
Cook	*	*	*	*	*	*	6	34	13.58	13.58	16.90	*
Food and beverage server	*	*	*	*	*	*	6	58	11.42	10.40	12.76	*
Front desk agent	*	*	*	*	*	*	15	66	12.00	11.14	14.00	720
Housekeeping room attendant	*	*	*	*	*	*	16	119	11.31	10.75	12.75	300
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	3	7	12.72	12.72	12.72	*

Summary Compensation Table (Market Median)
Saskatchewan - Recreation and Entertainment

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	16	81	115,000	115,000	145,000	*	*	*	*	*	*	*
Conservator, curator, or museum/gallery manager	6	10	57,541	57,541	65,389	*	*	*	*	*	*	*
Food and beverage service supervisor	2	5	*	*	*	*	3	17	18.50	18.50	18.50	*
Other manager, non-guest services	5	12	68,120	53,846	68,120	*	2	2	*	*	*	*
Superintendent maintenance / groundskeeper	3	3	59,820	*	*	*	1	1	*	*	*	*
Bartender	*	*	*	*	*	*	4	20	10.00	10.00	11.15	*
Cook	*	*	*	*	*	*	10	76	17.50	17.50	17.50	*
Food and beverage server	*	*	*	*	*	*	9	253	10.50	10.00	13.00	*
Food counter attendant	*	*	*	*	*	*	4	29	15.50	15.50	15.50	*
Heritage interpreter	3	15	35,738	35,738	43,440	*	4	16	*	10.00	12.00	*
Host/hostess	1	10	*	*	*	*	3	20	17.50	17.50	17.50	*
Janitor, caretaker or maintenance worker	1	1	*	*	*	*	4	16	13.85	13.85	17.09	*
Kitchen helper and related occupations	*	*	*	*	*	*	4	56	14.50	14.50	14.50	*
Operator or attendant	*	*	*	*	*	*	4	10	16.37	16.37	16.37	*
Performing artists, athletes or related occupations	3	3	36,000	*	*	*	*	*	*	*	*	*
Program leader or instructor	2	2	*	*	*	*	7	56	17.00	17.00	18.00	*
Retail sales clerk	2	5	*	*	*	*	8	32	13.15	11.00	13.47	*
Technical occupations in museums/ galleries (Excl. interpreter)	2	3	*	*	*	*	4	23	15.00	15.00	17.00	*

Summary Compensation Table (Market Median)

Saskatchewan - Travel Services

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Travel agency manager	6	9	40,000	40,000	45,000	*	*	*	*	*	*	*
Passenger craft operator	*	*	*	*	*	*	3	7	20.00	20.00	25.00	*
Travel counsellor	5	19	22,000	22,000	30,279	2,500	5	11	12.50	9.50	13.35	4,551

Summary Compensation Table (Market Median)

Saskatchewan - Regina

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	5	5	85,000	102,000	102,000	*	*	*	*	*	*	*

Summary Compensation Table (Market Median)

Saskatchewan - Saskatoon

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	15	80	115,000	115,000	145,000	6,500	4	11	14.00	10.00	16.00	*
Director of sales and marketing	4	18	100,000	75,000	100,000	*	*	*	*	*	*	*
Executive chef	3	4	45,000	45,000	45,000	*	1	8	*	*	*	*
Food and beverage service supervisor	3	6	34,904	32,240	44,928	*	1	1	*	*	*	*
Other manager, non-guest services	3	8	67,577	67,577	82,140	*	1	1	*	*	*	*
Restaurant and food service manager	3	4	*	15,000	18,000	*	2	5	*	*	*	*
Travel agency manager	4	7	40,000	40,000	45,000	*	*	*	*	*	*	*
Bartender	*	*	*	*	*	*	10	38	10.00	10.00	10.00	*
Cook	2	9	*	*	*	*	17	74	11.00	10.50	14.00	*
Food and beverage server	*	*	*	*	*	*	15	209	10.04	10.00	12.75	*
Food counter attendant	1	2	*	*	*	*	7	28	10.50	10.50	17.00	*
Front desk agent	1	1	*	*	*	*	5	20	11.00	11.00	14.00	*
Heritage interpreter	3	12	35,738	35,738	43,440	*	1	4	*	*	*	*
Host/hostess	*	*	*	*	*	*	4	17	11.70	11.70	14.00	*
Housekeeping room attendant	*	*	*	*	*	*	5	33	12.06	12.06	12.75	*
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	5	17	13.85	13.85	16.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	4	11	11.00	11.00	11.00	*
Operator or attendant	*	*	*	*	*	*	3	8	16.37	16.37	16.37	*
Passenger craft operator	*	*	*	*	*	*	3	7	20.00	20.00	25.00	*
Program leader or instructor	*	*	*	*	*	*	6	44	15.35	15.35	18.00	*
Retail sales clerk	1	1	*	*	*	*	3	16	13.15	12.00	13.47	*
Sales representative or ticket agent	3	7	47,109	40,044	54,175	*	*	*	*	*	*	*
Travel counsellor	5	17	22,000	22,000	30,279	2,500	3	5	12.50	9.50	13.22	*

Summary Compensation Table (Market Median)

Saskatchewan - Other Regions

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	16	19	50,000	40,000	50,000	2,000	2	2	*	*	*	*
Conservator, curator, or museum/gallery manager	3	4	55,000	*	*	*	*	*	*	*	*	*
Food and beverage service supervisor	*	*	*	*	*	*	3	7	12.45	12.45	12.65	*
Other manager, non-guest services	4	6	50,000	43,000	68,120	*	3	17	11.50	11.50	13.00	*
Restaurant and food service manager	4	9	30,000	30,000	42,500	*	4	5	16.00	15.00	19.00	*
Superintendent maintenance / groundskeeper	4	4	50,000	30,000	37,000	1,000	2	2	*	*	*	*
Bartender	1	1	*	*	*	*	5	18	10.00	10.00	14.00	*
Cook	*	*	*	*	*	*	8	24	15.00	12.00	17.00	*
Food and beverage server	*	*	*	*	*	*	11	73	10.50	10.00	12.00	200
Front desk agent	*	*	*	*	*	*	10	39	12.00	11.25	14.00	720
Heritage interpreter	1	3	*	*	*	*	3	12	*	10.00	12.00	*
Housekeeping room attendant	*	*	*	*	*	*	10	56	11.00	10.75	14.00	150
Janitor, caretaker or maintenance worker	1	1	*	*	*	*	3	7	12.72	12.72	12.72	*
Kitchen helper and related occupations	*	*	*	*	*	*	5	17	12.00	11.00	14.00	*
Retail sales clerk	2	4	*	*	*	*	6	16	12.00	11.00	15.00	*
Travel counsellor	*	*	*	*	*	*	3	4	12.00	12.00	16.00	250

Summary Compensation Table (Market Median)

Saskatchewan - Non union

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	34	103	115,000	115,000	145,000	6,000	6	13	16.70	10.00	16.00	*
Accommodation service manager	4	4	50,166	42,640	57,689	*	3	5	12.00	12.00	15.00	*
Assistant manager	1	1	*	*	*	*	3	5	12.50	12.50	17.00	*
Conservator, curator, or museum/gallery manager	4	5	42,000	*	*	*	*	*	*	*	*	*
Director of sales and marketing	5	19	100,000	75,000	100,000	35,000	1	1	*	*	*	*
Executive chef	4	5	45,000	45,000	52,000	4,000	2	9	*	*	*	*
Executive housekeeper	4	5	40,000	30,000	57,689	10,000	3	3	14.00	14.00	14.00	*
Food and beverage service supervisor	3	6	34,904	32,240	44,928	*	4	8	12.45	12.45	12.65	*
Other manager, non-guest services	8	15	53,729	53,729	68,120	6,000	4	18	11.50	11.50	13.00	*
Restaurant and food service manager	7	15	30,000	30,000	42,500	5,000	6	10	16.00	15.00	16.00	*
Superintendent maintenance / groundskeeper	6	6	45,000	40,000	59,820	1,000	2	2	*	*	*	*
Travel agency manager	6	9	40,000	40,000	45,000	*	*	*	*	*	*	*
Bartender	1	1	*	*	*	*	12	47	10.00	10.00	11.15	*
Cook	2	9	*	*	*	*	22	77	11.00	11.00	16.00	1,200
Food and beverage server	*	*	*	*	*	*	23	259	10.00	10.00	12.75	100
Food counter attendant	1	2	*	*	*	*	6	27	10.50	10.50	17.00	*
Front desk agent	*	*	*	*	*	*	12	45	11.00	11.00	14.00	300
Heritage interpreter	2	5	*	*	*	*	4	16	*	10.00	12.00	*
Host/hostess	1	10	*	*	*	*	3	14	11.00	11.00	14.00	*
Housekeeping room attendant	*	*	*	*	*	*	12	65	11.00	10.50	14.00	300
Janitor, caretaker or maintenance worker	1	1	*	*	*	*	5	10	13.00	12.72	14.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	8	27	11.00	11.00	12.00	*
Operator or attendant	*	*	*	*	*	*	4	6	11.50	11.50	17.30	*

Summary Compensation Table (Market Median)

Saskatchewan - Non union

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Passenger craft operator	*	*	*	*	*	*	3	7	20.00	20.00	25.00	*
Program leader or instructor	2	2	*	*	*	*	6	55	10.50	10.50	12.50	*
Retail sales clerk	2	5	*	*	*	*	8	28	12.50	11.00	15.00	*
Sales representative or ticket agent	3	6	40,000	39,394	54,175	*	*	*	*	*	*	*
Travel counsellor	5	19	22,000	22,000	30,279	2,500	5	11	12.50	9.50	13.35	4,551

Summary Compensation Table (Market Median)

Saskatchewan - Union

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Bartender	*	*	*	*	*	*	4	12	12.71	12.71	13.45	*
Cook	*	*	*	*	*	*	5	71	13.89	13.58	16.90	*
Food and beverage server	*	*	*	*	*	*	5	138	11.42	11.26	12.76	*
Front desk agent	1	1	*	*	*	*	4	22	13.16	11.14	13.90	*
Housekeeping room attendant	*	*	*	*	*	*	4	54	11.31	10.87	12.59	*
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	3	14	13.85	13.85	17.09	*
Kitchen helper and related occupations	*	*	*	*	*	*	3	51	14.50	14.50	14.50	*
Program leader or instructor	*	*	*	*	*	*	3	18	17.00	17.00	17.00	*
Technical occupations in museums/ galleries (Excl. interpreter)	*	*	*	*	*	*	3	19	16.20	16.20	17.24	*

Summary Compensation Table (Market Median)

Saskatchewan - Full Time

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	31	99	115,000	115,000	145,000	2,000	6	13	16.70	10.00	16.00	*
Accommodation service manager	4	4	50,166	42,640	57,689	*	3	5	12.00	12.00	15.00	*
Conservator, curator, or museum/gallery manager	5	6	55,000	55,000	*	*	*	*	*	*	*	*
Director of sales and marketing	5	19	100,000	75,000	100,000	35,000	1	1	*	*	*	*
Executive chef	4	5	45,000	45,000	52,000	4,000	2	9	*	*	*	*
Executive housekeeper	3	4	40,000	30,000	60,000	*	2	2	*	*	*	*
Food and beverage service supervisor	3	6	34,904	32,240	44,928	*	2	17	*	*	*	*
Other manager, non-guest services	7	14	53,729	53,729	68,120	6,000	2	2	*	*	*	*
Restaurant and food service manager	7	15	30,000	30,000	42,500	5,000	2	4	*	*	*	*
Superintendent maintenance / groundskeeper	6	6	45,000	40,000	59,820	1,000	4	4	16.00	16.00	16.45	*
Travel agency manager	6	9	40,000	40,000	45,000	*	*	*	*	*	*	*
Bartender	*	*	*	*	*	*	7	21	12.00	12.00	14.00	*
Cook	2	9	*	*	*	*	17	101	13.89	12.75	17.00	1,200
Food and beverage server	*	*	*	*	*	*	10	46	11.00	10.50	13.00	*
Front desk agent	1	1	*	*	*	*	11	51	12.00	11.14	14.00	720
Heritage interpreter	3	15	35,738	35,738	43,440	*	*	*	*	*	*	*
Housekeeping room attendant	*	*	*	*	*	*	8	65	11.00	10.75	13.00	300
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	5	17	13.85	13.85	17.09	*
Sales representative or ticket agent	4	9	47,109	40,044	66,000	1,000	*	*	*	*	*	*
Travel counsellor	5	17	22,000	22,000	30,279	2,500	3	6	13.20	9.50	13.35	11,028

Summary Compensation Table (Market Median)

Saskatchewan - Part Time

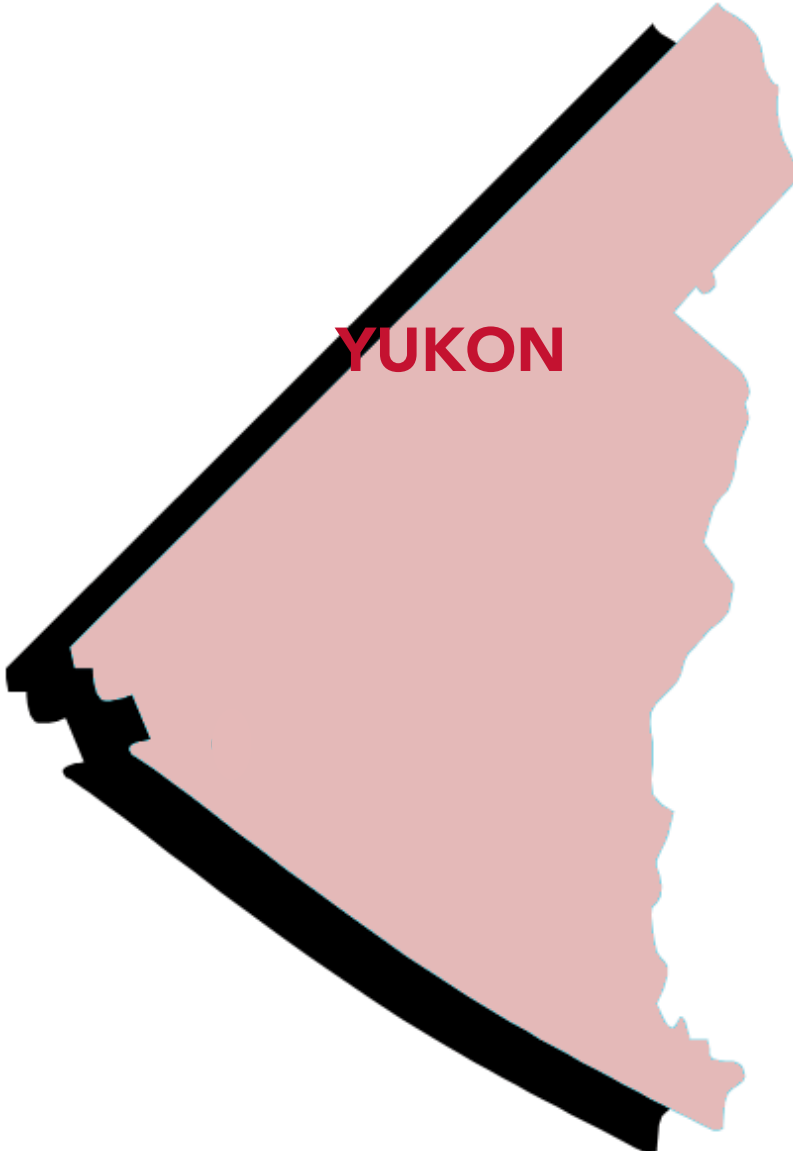
Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	5	5	38,000	38,000	50,000	6,500	*	*	*	*	*	*
Restaurant and food service manager	*	*	*	*	*	*	4	6	16.00	16.00	16.00	*
Bartender	1	1	*	*	*	*	9	38	10.00	10.00	11.15	*
Cook	*	*	*	*	*	*	9	42	10.50	10.00	14.00	*
Food and beverage server	*	*	*	*	*	*	16	325	10.04	10.00	12.76	50
Food counter attendant	*	*	*	*	*	*	6	42	10.50	10.50	15.50	*
Front desk agent	*	*	*	*	*	*	6	16	10.50	10.50	14.00	*
Housekeeping room attendant	*	*	*	*	*	*	8	54	11.31	10.87	12.59	*
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	4	7	12.72	12.72	12.72	*
Kitchen helper and related occupations	*	*	*	*	*	*	9	67	12.00	11.00	14.00	*
Operator or attendant	*	*	*	*	*	*	4	5	11.50	11.50	17.30	*
Program leader or instructor	*	*	*	*	*	*	5	37	10.50	10.50	12.50	*
Retail sales clerk	*	*	*	*	*	*	7	23	13.15	10.70	13.15	*
Travel counsellor	1	1	*	*	*	*	3	5	12.00	10.25	15.53	*

Summary Compensation Table (Market Median)

Saskatchewan - Seasonal

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Heritage interpreter	*	*	*	*	*	*	4	16	*	10.00	12.00	*
Passenger craft operator	*	*	*	*	*	*	3	6	20.00	20.00	25.00	*
Program leader or instructor	*	*	*	*	*	*	3	34	12.72	12.72	17.00	*

Summary Compensation Tables (Market Median)



Summary Compensation Table (Market Median)

Yukon - All Organizations

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	16	18	65,000	63,000	72,000	10,000	4	6	20.00	18.00	25.00	*
Accommodation service manager	5	7	48,100	40,000	49,210	*	1	1	*	*	*	*
Accommodation, travel, or related services supervisor	2	3	*	*	*	*	3	9	15.50	15.50	17.50	*
Director of sales and marketing	5	6	56,082	60,000	90,000	*	*	*	*	*	*	*
Executive chef	3	4	50,000	50,000	50,000	*	1	1	*	*	*	*
Executive housekeeper	3	3	47,132	47,132	47,132	*	2	2	*	*	*	*
Food and beverage service supervisor	*	*	*	*	*	*	4	10	12.50	12.50	14.50	*
Other manager, non-guest services	3	6	51,948	51,948	51,948	*	2	2	*	*	*	*
Restaurant and food service manager	5	10	35,000	35,000	55,000	6,000	2	4	*	*	*	*
Superintendent maintenance / groundskeeper	4	4	70,000	50,000	70,000	*	4	5	18.00	16.00	20.00	*
Bartender	*	*	*	*	*	*	8	20	11.00	11.00	14.27	20,000
Casino occupations	*	*	*	*	*	*	3	55	11.70	11.70	15.22	400
Cook	*	*	*	*	*	*	18	78	13.00	13.00	16.00	17,400
Food and beverage server	*	*	*	*	*	*	16	98	10.30	10.30	13.02	*
Food counter attendant	*	*	*	*	*	*	7	98	11.25	11.25	13.25	*
Front desk agent	*	*	*	*	*	*	14	51	13.00	12.50	16.00	*
Heritage interpreter	1	1	*	*	*	*	4	18	25.00	25.00	28.00	*
Host/hostess	*	*	*	*	*	*	4	24	15.00	12.00	18.00	*
Housekeeping room attendant	1	1	*	*	*	*	15	92	14.00	13.00	16.00	*
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	5	14	14.70	14.70	18.12	*
Kitchen helper and related occupations	*	*	*	*	*	*	5	29	11.33	10.30	13.00	*
Sous chef	1	2	*	*	*	*	3	4	10.30	10.30	16.00	*
Travel counsellor	*	*	*	*	*	*	3	10	15.00	15.00	15.00	*

Summary Compensation Table (Market Median)

Yukon - Food and Beverage Services

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Cook	*	*	*	*	*	*	7	30	11.00	11.00	14.00	17,400
Food and beverage server	*	*	*	*	*	*	5	35	10.30	10.30	14.00	*
Food counter attendant	*	*	*	*	*	*	5	92	11.25	11.25	13.25	*

Summary Compensation Table (Market Median)

Yukon - Accommodation

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	8	9	80,000	80,000	114,000	*	1	1	*	*	*	*
Accommodation service manager	5	7	48,100	40,000	49,210	*	1	1	*	*	*	*
Director of sales and marketing	3	4	70,000	*	*	*	*	*	*	*	*	*
Executive housekeeper	3	3	47,132	47,132	47,132	*	2	2	*	*	*	*
Food and beverage service supervisor	*	*	*	*	*	*	3	6	20.00	18.00	22.00	*
Superintendent maintenance / groundskeeper	4	4	70,000	50,000	70,000	*	3	4	18.00	16.00	20.00	*
Bartender	*	*	*	*	*	*	5	12	10.30	10.30	14.00	*
Cook	*	*	*	*	*	*	11	48	15.00	14.00	21.57	*
Food and beverage server	*	*	*	*	*	*	10	53	10.30	10.30	12.63	*
Front desk agent	*	*	*	*	*	*	14	51	13.00	12.50	16.00	*
Host/hostess	*	*	*	*	*	*	3	20	15.00	12.00	18.00	*
Housekeeping room attendant	1	1	*	*	*	*	15	92	14.00	13.00	16.00	*
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	4	11	14.70	14.70	18.12	*
Kitchen helper and related occupations	*	*	*	*	*	*	3	14	16.00	12.00	18.00	*

Summary Compensation Table (Market Median)

Yukon - Recreation and Entertainment

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	3	3	59,000	59,000	72,000	*	1	1	*	*	*	*
Heritage interpreter	1	1	*	*	*	*	4	18	25.00	25.00	28.00	*

Summary Compensation Table (Market Median)

Yukon - Travel Services

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	4	5	50,000	50,000	69,000	*	2	4	*	*	*	*
Casino occupations	*	*	*	*	*	*	3	55	11.70	11.70	15.22	400
Travel counsellor	*	*	*	*	*	*	3	10	15.00	15.00	15.00	*

Summary Compensation Table (Market Median)

Yukon - Whitehorse

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	8	10	59,000	59,000	72,000	*	2	4	*	*	*	*
Executive chef	3	4	50,000	50,000	50,000	*	*	*	*	*	*	*
Food and beverage service supervisor	*	*	*	*	*	*	3	9	12.50	12.50	14.50	*
Restaurant and food service manager	4	9	35,000	35,000	55,000	*	2	4	*	*	*	*
Bartender	*	*	*	*	*	*	6	13	12.00	12.00	15.00	*
Cook	*	*	*	*	*	*	11	57	13.00	13.00	16.00	17,400
Food and beverage server	*	*	*	*	*	*	9	58	10.30	10.30	14.00	*
Food counter attendant	*	*	*	*	*	*	5	92	11.25	11.25	13.25	*
Front desk agent	*	*	*	*	*	*	6	25	14.00	13.00	16.00	*
Heritage interpreter	*	*	*	*	*	*	3	14	25.00	25.00	28.00	*
Host/hostess	*	*	*	*	*	*	4	24	15.00	12.00	18.00	*
Housekeeping room attendant	1	1	*	*	*	*	7	50	14.00	13.00	16.00	*
Kitchen helper and related occupations	*	*	*	*	*	*	5	29	11.33	10.30	13.00	*
Sous chef	1	2	*	*	*	*	3	4	10.30	10.30	16.00	*

Summary Compensation Table (Market Median)

Yukon - Other Regions

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	8	8	68,000	63,000	72,000	*	2	2	*	*	*	*
Accommodation service manager	3	3	38,000	38,000	44,000	*	*	*	*	*	*	*
Accommodation, travel, or related services supervisor	2	3	*	*	*	*	3	8	15.50	15.50	17.50	*
Director of sales and marketing	3	3	40,000	40,000	40,000	*	*	*	*	*	*	*
Superintendent maintenance / groundskeeper	2	2	*	*	*	*	3	3	20.15	20.15	25.44	*
Casino occupations	*	*	*	*	*	*	3	55	11.70	11.70	15.22	400
Cook	*	*	*	*	*	*	7	21	13.50	13.00	17.00	*
Food and beverage server	*	*	*	*	*	*	7	40	10.50	10.50	13.00	*
Front desk agent	*	*	*	*	*	*	8	26	13.00	12.50	16.50	*
Housekeeping room attendant	*	*	*	*	*	*	8	42	14.52	13.00	16.00	*
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	3	6	15.87	17.00	18.12	*
Travel counsellor	*	*	*	*	*	*	3	10	15.00	15.00	15.00	*

Summary Compensation Table (Market Median)

Yukon - Non union

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	14	16	68,000	65,000	80,000	10,000	4	6	20.00	18.00	25.00	*
Accommodation service manager	5	7	48,100	40,000	49,210	*	1	1	*	*	*	*
Director of sales and marketing	4	5	56,082	60,000	90,000	*	*	*	*	*	*	*
Executive chef	3	4	50,000	50,000	50,000	*	1	1	*	*	*	*
Executive housekeeper	3	3	47,132	47,132	47,132	*	2	2	*	*	*	*
Food and beverage service supervisor	*	*	*	*	*	*	4	10	12.50	12.50	14.50	*
Other manager, non-guest services	3	6	51,948	51,948	51,948	*	2	2	*	*	*	*
Restaurant and food service manager	5	10	35,000	35,000	55,000	6,000	2	4	*	*	*	*
Superintendent maintenance / groundskeeper	4	4	70,000	50,000	70,000	*	4	5	18.00	16.00	20.00	*
Bartender	*	*	*	*	*	*	7	16	11.00	11.00	14.27	*
Cook	*	*	*	*	*	*	18	78	13.00	13.00	16.00	17,400
Food and beverage server	*	*	*	*	*	*	15	88	10.30	10.30	13.00	*
Food counter attendant	*	*	*	*	*	*	7	98	11.25	11.25	13.25	*
Front desk agent	*	*	*	*	*	*	14	51	13.00	12.50	16.00	*
Host/hostess	*	*	*	*	*	*	4	24	15.00	12.00	18.00	*
Housekeeping room attendant	1	1	*	*	*	*	15	92	14.00	13.00	16.00	*
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	4	11	14.70	14.70	18.12	*
Kitchen helper and related occupations	*	*	*	*	*	*	5	29	11.33	10.30	13.00	*
Sous chef	1	2	*	*	*	*	3	4	10.30	10.30	16.00	*
Travel counsellor	*	*	*	*	*	*	3	10	15.00	15.00	15.00	*

Summary Compensation Table (Market Median)

Yukon - Union

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Casino occupations	*	*	*	*	*	*	3	55	11.70	11.70	15.22	400

Summary Compensation Table (Market Median)

Yukon - Full Time

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
General manager/director	16	18	65,000	63,000	72,000	10,000	3	5	20.00	18.00	25.00	*
Accommodation service manager	5	7	48,100	40,000	49,210	*	*	*	*	*	*	*
Director of sales and marketing	5	6	56,082	60,000	90,000	*	*	*	*	*	*	*
Executive chef	3	4	50,000	50,000	50,000	*	1	1	*	*	*	*
Executive housekeeper	3	3	47,132	47,132	47,132	*	*	*	*	*	*	*
Food and beverage service supervisor	*	*	*	*	*	*	3	9	12.50	12.50	14.50	*
Other manager, non-guest services	3	5	51,948	51,948	51,948	*	1	1	*	*	*	*
Restaurant and food service manager	4	9	35,000	35,000	55,000	*	2	4	*	*	*	*
Superintendent maintenance / groundskeeper	4	4	70,000	50,000	70,000	*	3	4	18.00	16.00	20.00	*
Bartender	*	*	*	*	*	*	4	10	12.00	12.00	15.00	*
Cook	*	*	*	*	*	*	12	59	13.50	13.00	16.00	*
Food and beverage server	*	*	*	*	*	*	7	38	10.30	10.30	12.63	*
Food counter attendant	*	*	*	*	*	*	4	72	11.25	11.25	13.25	*
Front desk agent	*	*	*	*	*	*	10	35	14.00	13.00	15.50	*
Housekeeping room attendant	1	1	*	*	*	*	7	54	14.00	13.00	16.00	*
Janitor, caretaker or maintenance worker	*	*	*	*	*	*	3	9	*	14.70	25.00	*

Summary Compensation Table (Market Median)

Yukon - Part Time

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Cook	*	*	*	*	*	*	3	8	10.30	10.30	15.00	*
Food and beverage server	*	*	*	*	*	*	6	24	10.30	10.30	14.00	*
Food counter attendant	*	*	*	*	*	*	4	26	11.25	11.25	13.25	*
Front desk agent	*	*	*	*	*	*	5	9	15.00	15.00	15.00	*
Housekeeping room attendant	*	*	*	*	*	*	7	20	15.50	15.50	15.50	*
Kitchen helper and related occupations	*	*	*	*	*	*	3	12	10.30	10.30	11.00	*

Summary Compensation Table (Market Median)

Yukon - Seasonal

Occupation Title	Salaried Positions (Reported in Annual Dollars)						Hourly Positions (Reported in Hourly Dollars)					
	No of Orgs.	No of Incs.	Annual Base Salary	Annual Salary Minimum	Annual Salary Maximum	Annual Bonus / Commission	No of Orgs.	No of Incs.	Hourly Base Salary	Hourly Salary Minimum	Hourly Salary Maximum	Annual Bonus / Commission
Casino occupations	*	*	*	*	*	*	3	55	11.70	11.70	15.22	400
Cook	*	*	*	*	*	*	3	11	13.00	13.00	22.00	*
Food and beverage server	*	*	*	*	*	*	4	36	10.30	10.30	13.02	*
Heritage interpreter	*	*	*	*	*	*	3	12	21.00	21.00	28.00	*

SECTION 7: METHODOLOGY

This section details the work done in preparing this report. As this study is conducted every two years, it is important to make the methodological steps clear in order to facilitate the work done in later editions.

7.1 Planning and Set up of the Study

Defining Target Occupations

With the aid of the CTHRC, R.A. Malatest & Associates Ltd. determined the initial occupations that would form the basis of data collection. The National Occupational Classification (NOC) 2011 system was used to assess whether relevant new occupations should be added, or whether certain occupations that were used for the 2010 study should be deleted. This work resulted in the inclusion of a list of standard occupations in the questionnaire, which form the basis of the compensation data. It was decided that participants would be allowed to enter additional occupations using an “other” category. The final occupations that appear in this report include the standard occupations, as well as “other” occupations added by participants which had sufficient data to warrant inclusion.

Developing the Questionnaire

R.A. Malatest & Associates developed the questionnaire, with input from the CTHRC. Given the need to balance data collection with respondent fatigue, efforts were made to ensure the questionnaire would encourage high participation rates. As this is a tracking study, it was necessary to maintain some comparability with the previous data. However, to reduce the burden on respondents, many questions were omitted and new questions determined to be pertinent were included. For example, this edition of the survey included questions pertaining to hiring frontline staff, common training programs, and staffing projections for 2013.

A separate job data submission form was developed to collect compensation data for each occupation at a tourism location. Alongside salary and wage information, respondents provided data for job titles, union/non-union status, employment status (full-time, part-time or seasonal), number of employees in the position, bonus payments, commission payments, and minimum and maximum salary/wage ranges, if applicable. In addition, for each position, respondents were able to indicate the level of difficulty they encountered when trying to staff the position being reported on.

Once the questionnaire and job data submission form were deemed final, both were converted into French by a professional translation service.

Developing Communication Materials

Communications materials were prepared to promote participation. These included a study description, occupational definitions, a frequently asked questions (FAQ) brochure, and invitations to participate.

The invitation letter provided information on:

- CTHRC as the sponsor of the survey;
- R.A. Malatest & Associates Ltd. as the independent research firm completing the survey;
- The importance of participation;

- The confidentiality of responses; and
- The modes by which the survey could be completed.

The FAQ brochure provided answers/information about confidentiality provisions and other questions employers were likely to ask. Finalized communication materials were translated into French.

Developing Sampling and Recruitment Plans

A sampling plan was developed that included target numbers for completed questionnaires in each province and industry group. These targets were based on the understood population of locations within each cell. However, minimum cell totals were set to ensure that, where possible, useful information was obtained to allow cross-tabulation of data by province and by industry group.

The recruitment plan established the methods and protocols for recruiting participants and collecting data from their organizations, including measures to maximize response rates. Measures to make participation less demanding on respondents included:

- Asking respondents to provide organization-wide information (e.g. compensation structure, human resource development practices) across all locations rather than for each individual location;
- Asking respondents to provide per position job data (e.g. minimum and maximum wages/salaries, hiring difficulty per position) for multiple locations aggregated by region or brand; and
- Facilitating participation by online, telephone, fax, and mail-back methodologies

7.2 Data Collection, Validation and Analysis

Programming of Questionnaire

The questionnaires were programmed into the Consultant's CallWeb Computer Assisted Telephone/Web Interviewing (CATI/CAWI) program for data collection. These programmed versions of the questionnaire were then thoroughly tested by R.A. Malatest & Associates and the CTHRC. Several iterations of changes were made before opening the system for actual data collection.

Pretesting Questionnaire and Data Collection Methodologies

In September 2012, a dozen engaged sector partners were asked to complete the questionnaire as a pretest prior to full survey administration. The pretest confirmed that the questionnaire was working as intended, wording was understood, and the length was appropriate, though several small changes were implemented based on feedback.

Preparing Sample and Collecting Data

Potential respondents were drawn from three main sources. First, a random sample of tourism locations from four of the five tourism industry groups formed the sample's base. Second, the CTHRC provided a list of those who participated in the 2010 survey. Finally, the CTHRC and their provincial/territorial

counterparts promoted the study and encouraged their contacts to participate. Moreover, respondents were able to access the survey online via an open link.

Table 7.1 shows the number of contacts in the first two sample groups, and compares the number of participating locations by sample source. It should be noted that some respondents who were included in the first two groups completed the survey via an open link, and thus do not count towards completes per sample source. Overall, about half (48%) of all participating locations were from the random sample, and about one-fifth (22%) had participated in the 2010 study.

Table 7.1: Sample Sources of Participating Locations (Unweighted)

Industry Group	CTHRC (Previous Sample)			Info Canada (Random Sample)			Open Link Access		
	Total Sample	Completes Obtained	% of all Completes	Total Sample	Completes Obtained	% of all Completes	Total Sample ¹	Completes Obtained	% of all Completes
Food & Beverage Services (n=561)	134	60	11%	2489	344	61%	n/a	157	28%
Accommodation (n=639)	366	164	26%	8251	236	37%	n/a	239	37%
Recreation & Entertainment (n=594)	213	111	19%	3392	318	54%	n/a	165	28%
Travel Services (n=600)	185	193	32%	1391	258	43%	n/a	149	25%
Total (n=2394)	898	528	22%	15523	1156	48%	n/a	710	30%

¹Open link access refers to those respondents who completed the survey via a publically available website. Thus there is no 'total sample' of such respondents.

The first two groups allowed for targeted outreach; the final group required the survey to remain 'open' to interested employers. The targeted outreach included the following steps:

- Potential respondents were mailed an introductory letter that included the URL for the online survey and their unique access code. Some respondents completed the survey online before follow-up telephone calls were required;
- If the respondent wanted to complete the survey by mail or fax, a survey package (survey instrument, introductory letter, FAQ) was mailed;
- If after being contacted by phone, the respondent wanted to complete the survey online, he/she was emailed an introductory letter that included a URL for the FAQ and a URL and unique access code to complete the survey online;
- If the respondent wanted to complete the survey by telephone, he/she had his/her choice of receiving the survey package by mail or email first (to use as a reference when completing the survey by telephone) or continuing to complete the survey via telephone; and
- Certain large employers preferred to provide some of their information electronically, such as from queries on the range of jobs from their own human resources databases. In these instances, participants provided organization-wide information through the standard survey (whether online, by phone, or other means), but did not utilize the standard 'job data submission form' as the high number of distinct positions within their organization would have required they dedicate significant time to entering per position job data. Instead, these organizations were either provided with a spreadsheet version of the job data submission form

into which they could 'copy & paste' relevant data points, or provided R.A. Malatest & Associates with digital copies of their databases from which the Consultant's data analysts extracted relevant data points.

Targets for the number of completions were set by province/territory and industry, creating a set of 44 targets across eleven regions and four industry groups. The targets were set to achieve a dataset representative of the total population of businesses in the Canadian tourism sector (excluding transportation). The population of businesses was derived from Statistic's Canada's business register.

To ensure sufficient data to conduct analyses by industry and region, over-sampling of smaller groups (e.g., industry groups in the Atlantic Provinces) was undertaken and the targets for larger groups were reduced using square root proportional sampling, where the target set is not directly linked to its proportion in the population, but rather to the square root of the proportion.

Reminders to Non-responders

Reminder activities were scheduled so that a balance between gaining as many completions as possible without fatiguing potential respondents was maintained. With this in mind, additional reminders and re-sending of surveys to those employers who lost or misplaced their copy occurred on an ongoing basis throughout the survey administration period. The Consultant distributed reminder notifications by email where email addresses were available. To further support employers, a toll-free telephone helpline and a dedicated email address were created to provide respondents with access to support for any challenges they experienced.

Cleaning and Verifying Data

The data submitted by respondents underwent cleaning and verification to ensure that the data provided were within range and logically consistent. The Consultant established verification procedures (e.g., logic-in-skip check, data consistency) to ensure the accuracy of the data obtained. *R.A. Malatest & Associates* contacted some employers to clarify or correct information provided on the survey to ensure the quality of the information received.

Coding of Survey Data

Based on the design of the questionnaire, most occupation data provided aligned with NOC codes. However, data was entered through the "other occupation" category that required coding of the job title used to a NOC code. Whenever possible, data entered as "other occupation" was coded up into appropriate existing NOC codes; however, in some cases it was necessary to create new occupation categories. Furthermore, questions on compensation structures, such as benefits and perquisites, included opportunities for respondents to provide data through "other - specify" boxes. These data were also coded into existing categories or into new categories as required.

Weighting Data

Unless otherwise noted, data appearing in this report has been weighted. Weighting the data ensures that responses from regions or industry groups that are over- or under-sampled are adjusted within the aggregate data to create final results which are more representative of the Canadian tourism sector. The

data weighting is based on the total number of tourism businesses per industry group, and province or territory, shown in the business register. Table 1.1 at the start of this report shows how each of the 44 target groups were weighted such that the 2394 participating locations were made to be representative of the Canadian tourism sector. Further, compensation data is weighted in that it accounts for the number of employees for which the respondent was providing data. For example, a respondent that provided compensation data for their 20 food servers would count for twice as much in median calculations as a respondent that provided data for 10 food servers.

7.3 Survey Challenges

In conducting research of this kind, several key challenges are often encountered. The following challenges were faced in conducting the 2012 study and were mitigated as much as possible.

Achieving Targets Completions

While the 2012 study successfully attained more participating locations than previous editions, achieving the target participation for each province / territory and for each industry group remained a challenge.

Whether a province / territory or industry group reached the desired target was affected by many factors, including the interest of organizations in compensation data, the promotional activities of provincial partners or industry associations, and whether the contact person that had participated in the 2010 edition was still employed by the organization. Ongoing contact with locations to gain their participation was necessary to obtain the total number of desired participants.

While the number of participating locations increased, participation by province and industry group varied noticeably. As the travel services industry group is smaller than others, its target was lower. However, the travel services sector proved to be the most engaged industry group and exceeded the target number of completes. On the other hand, food and beverage services, the largest of the four industry groups in this study, proved to be the most difficult group in which to gain respondent participation, despite concerted efforts. Difficulty in reaching this industry group was also experienced when recruiting for previous versions of this study.

Provincial targets were achieved in Canada's three largest provinces: Ontario, Québec, and British Columbia. All other provinces/territories reached at least 50% of their target numbers.

Submitting Sensitive Information

Reports such as the tourism compensation study help inform human resource professionals, policy-makers, workers and post-secondary institutions across the country. Although the benefit of this kind of research is generally understood, many potential respondents did remark that the information they were required to provide was sensitive. For instance, some organizations covet their compensation strategies as part of their competitive edge and/or consider them a private matter for the employee. As such, many potential respondents declined to participate or offered partial data. The reticence to provide compensation details required extra attention to build relationships with individual

respondents. In some cases, respondents referred the matter to a corporate head office, rather than provide data for their specific location.

Submitting Complicated Data

The approach of this study was to provide respondents with many options for providing data, including online, over the phone, print and fax, among others. Although doing so facilitated data collection and increased participation overall, each method had its own challenges. The online survey tool was a convenient means for many participants to enter their own data. However, inputting detailed data into the online forms did prove challenging for many as the tool did not leave much room for error. Other respondents found that providing the data via a printed or Excel version of the form was more convenient. However, data provided this way often was incomplete or lacked the logic checks available through the online version.

Other respondents were challenged by the detailed data requirements. Not all locations in the tourism sector document their compensation strategies in the same way, or even record the data covered by the study. Some organizations found it challenging to report on their minimum, maximum or base pay ranges since they lacked policies around these compensation practices. Regardless of the manner in which data was submitted, or even the completeness of the data, the CTHRC and R.A. Malatest & Associates Ltd. appreciate the time and effort each respondent took to provide as much data as possible.

7.4 Confidentiality

The information provided has been treated in the strictest confidence. No organization has been identified in this report. However, CTHRC will keep the information on file so that a future version of this study can be done by updating information, rather than having respondents re-enter all information again.

SECTION 8: ABOUT THE PARTICIPANTS

The information collected during this study and detailed in this report includes data at the organization, location and occupation level. This section first details the 1,668 organizations that provided data. These responding organizations provided data for 2,394 locations, which are profiled by province and industry group. Finally, these 1,668 responding organizations employed 105,000 workers. Compensation data was provided for 42,660 of these incumbents who are profiled in section 8.4.

Data per responding organization are not weighted. Data per location are weighted by region and industry group. Data per incumbent are weighted by region, industry group, and the number of incumbents for which the data applies.⁹ The total counts for each table and figures may vary due to variances in non-response rate per survey question. Further, some tables only provide data for a single industry group.

8.1 Participant Profile – Organizations

Table 8.1: Number of Operating Units / Locations, by Province

Province/ Territory	Single location	2 to 9 locations	10 or more locations
Alberta (n=145)	92%	3%	4%
British Columbia (n=295)	93%	5%	2%
Manitoba (n=84)	95%	5%	0%
New Brunswick (n=47)	91%	4%	4%
Newfoundland & Labrador (n=53)	91%	9%	0%
Nova Scotia (n=84)	93%	6%	1%
Ontario (n=357)	91%	7%	2%
Prince Edward Island (n=48)	90%	8%	2%
Québec (n=443)	91%	7%	1%
Saskatchewan (n=74)	92%	5%	3%
Yukon (n=38)	89%	5%	5%
Total (n=1668)	92%	6%	2%

⁹ For more information on the weighting strategy, see Section 7.

Table 8.2: Number of Units / Locations, by Industry Group

Industry Group	Single location	2 to 9 locations	10 or more locations
Food & Beverage Services (n=401)	93%	4%	3%
Accommodation (n=514)	96%	3%	2%
Recreation & Entertainment (n=478)	93%	6%	1%
Travel Services (n=275)	81%	17%	2%
Total (n= 1668)	92%	6%	2%

Table 8.3: Annual Revenue of Participating Locations, by Province

Province/ Territory	Less than \$1 million	\$1 to \$4.9 million	\$5 to \$24.9 million	\$25 million or more	Rather not say
Alberta (n=145)	41%	28%	14%	2%	15%
British Columbia (n=295)	44%	35%	6%	3%	11%
Manitoba (n=84)	43%	30%	8%	0%	19%
New Brunswick (n=47)	64%	19%	9%	2%	6%
Newfoundland & Labrador (n=53)	74%	13%	4%	0%	9%
Nova Scotia (n=84)	60%	21%	7%	0%	12%
Ontario (n=357)	56%	24%	7%	3%	10%
Prince Edward Island (n=48)	48%	31%	4%	2%	15%
Québec (n=443)	52%	27%	8%	2%	11%
Saskatchewan (n=74)	46%	30%	9%	0%	15%
Yukon (n=26)	58%	19%	4%	0%	19%
Total (n=1656)	51%	27%	8%	2%	12%

Annual revenues are aggregated for the entire organization.

Table 8.4: Annual Revenue of Participating Locations, by Industry Group

Annual Revenue	Less than \$1 million	\$1 to \$4.9 million	\$5 to \$24.9 million	\$25 million or more	Rather not say
Food & Beverage Service (n=398)	55%	31%	2%	1%	12%
Accommodation (n=509)	43%	28%	13%	2%	13%
Recreation & Entertainment (n=475)	63%	20%	6%	3%	9%
Travel Services (n=274)	41%	32%	9%	4%	13%
Total (n=1656)	51%	27%	8%	2%	12%

Annual revenues are aggregated for the entire organization.

8.2 Participant Profile – Locations by Province

Table 8.5: Industry Group by Province

Province/ Territory	Food & Beverage Services	Accommodation	Recreation & Entertainment	Travel Services
Alberta (n=260)	67%	11%	17%	4%
British Columbia (n=400)	61%	11%	22%	6%
Manitoba (n=74)	58%	15%	22%	4%
New Brunswick (n=52)	59%	17%	21%	3%
Newfoundland & Labrador (n=40)	51%	23%	22%	4%
Nova Scotia (n=66)	58%	16%	22%	4%
Ontario (n=823)	66%	8%	21%	5%
Prince Edward Island (n=14)	48%	28%	21%	3%
Québec (n=585)	64%	10%	22%	4%
Saskatchewan (n=72)	56%	21%	20%	3%
Yukon (n=9)	33%	46%	17%	4%
Total (n=2394)	63%	11%	21%	5%

Table 8.6 Number of Incumbents, by Province

Province/ Territory	<20 employees	20-49 employees	50-99 employees	100 or more employees
Alberta (n=240)	61%	26%	7%	6%
British Columbia (n=374)	47%	34%	10%	9%
Manitoba (n=72)	60%	27%	9%	4%
New Brunswick (n=51)	85%	9%	2%	4%
Newfoundland & Labrador (n=39)	78%	11%	2%	9%
Nova Scotia (n=65)	77%	17%	3%	4%
Ontario (n=738)	65%	17%	14%	5%
Prince Edward Island (n=13)	32%	50%	14%	4%
Québec (n=561)	59%	20%	12%	9%
Saskatchewan (n=68)	52%	24%	11%	13%
Yukon (n=6)	69%	15%	9%	7%
Total (n=2227)	60%	22%	11%	7%

Table 8.7: Number of Full-time Employees, by Province

Province/ Territory	<20 employees	20-49 employees	50-99 employees	100 or more employees
Alberta (n=201)	77%	16%	4%	3%
British Columbia (n=337)	77%	10%	7%	5%
Manitoba (n=94)	85%	12%	3%	0%
New Brunswick (n=59)	83%	10%	3%	3%
Newfoundland & Labrador (n=50)	84%	8%	4%	4%
Nova Scotia (n=78)	82%	8%	6%	4%
Ontario (n=453)	85%	9%	2%	4%
Prince Edward Island (n=79)	54%	42%	3%	1%
Québec (n=346)	76%	11%	8%	5%
Saskatchewan (n=77)	77%	17%	3%	4%
Yukon (n=24)	92%	8%	0%	0%
Total (n=1798)	79%	12%	5%	4%

Table 8.8: Management Structure, by Province

Province/ Territory	Subsidiary / division	Owner operator (franchise)	Owner operator (non-franchise)	Parent Organization	Not-for-Profit / Volunteer Run	Govt.	Other
Alberta (n=260)	18%	33%	27%	10%	7%	1%	4%
British Columbia (n=400)	9%	16%	56%	5%	8%	1%	4%
Manitoba (n=74)	10%	36%	37%	5%	10%	2%	1%
New Brunswick (n=52)	4%	38%	40%	1%	10%	4%	3%
Newfoundland & Labrador (n=40)	11%	20%	50%	4%	9%	1%	5%
Nova Scotia (n=66)	5%	7%	62%	4%	10%	4%	9%
Ontario (n=823)	10%	24%	39%	16%	5%	3%	2%
Prince Edward Island (n=14)	9%	44%	25%	9%	2%	12%	0%
Québec (n=585)	4%	16%	56%	11%	8%	2%	2%
Saskatchewan (n=72)	8%	29%	44%	2%	8%	4%	4%
Yukon (n=5)	9%	15%	46%	7%	11%	0%	13%
Total (n=2390)	9%	22%	46%	11%	7%	2%	3%

Table 8.9: Food and Beverage Services Participants, by Province

Province/ Territory	Full service restaurant - fine dining	Full service restaurant - casual	Limited service restaurant	Drinking places
Alberta (n=174)	14%	21%	57%	8%
British Columbia (n=242)	11%	41%	35%	12%
Manitoba (n=43)	6%	48%	42%	3%
New Brunswick (n=31)	0%	28%	67%	6%
Newfoundland & Labrador (n=20)	0%	33%	33%	33%
Nova Scotia (n=39)	0%	90%	10%	0%
Ontario (n=541)	8%	32%	54%	6%
Prince Edward Island (n=7)	3%	75%	19%	3%
Québec (n=377)	22%	40%	22%	17%
Saskatchewan (n=40)	5%	55%	35%	5%
Yukon (n=3)	0%	38%	63%	0%
Total (n=1516)	12%	37%	41%	10%

Table 8.10: Travel Services Participants, by Province

Province/ Territory	Travel agency (including online)	Destination Marketing Organization (DMO) / Visitor Information Center	Tour / cruise operator
Alberta (n=11)	88%	10%	2%
British Columbia (n=23)	65%	24%	10%
Manitoba (n=3)	61%	35%	4%
New Brunswick (n=1)	50%	50%	0%
Newfoundland & Labrador (n=2)	7%	71%	21%
Nova Scotia (n=2)	10%	20%	70%
Ontario (n=43)	83%	15%	2%
Prince Edward Island (n=0)	60%	30%	10%
Québec (n=24)	47%	49%	3%
Saskatchewan (n=2)	77%	8%	15%
Yukon (n=<1)	27%	73%	0%
Total (n=112)	68%	26%	6%

Table 8.11: Recreation and Entertainment Participants, by Province

Province/ Territory	Performing Arts / Spectator Sports ¹	Historic Sites / Museums / Galleries / Other Attractions ²	Zoo / Garden / Aquarium / Amusement Park	Casino / Gaming ³ / Horse Track	Golf course / Ski Resort ⁴	National / Provincial / Municipal Park or Conservation Area
Alberta (n=45)	23%	42%	5%	7%	19%	5%
British Columbia (n=89)	22%	40%	2%	12%	23%	1%
Manitoba (n=16)	23%	50%	3%	0%	7%	17%
New Brunswick (n=11)	17%	72%	6%	0%	0%	6%
Newfoundland & Labrador (n=9)	43%	48%	0%	0%	0%	9%
Nova Scotia (n=14)	35%	43%	0%	13%	4%	4%
Ontario (n=173)	17%	37%	8%	6%	13%	18%
Prince Edward Island (n=3)	12%	42%	0%	8%	15%	23%
Québec (n=128)	11%	55%	6%	8%	11%	8%
Saskatchewan (n=14)	17%	61%	3%	8%	8%	3%
Yukon (n=2)	0%	100%	0%	0%	0%	0%
Total (n=505)	18%	45%	6%	7%	14%	10%

¹Spectator sports include arenas for public/non-professional use.

²Other attractions include convention centres.

³Gaming includes off-track betting and billiard halls.

⁴Ski resorts may include locations with on-site accommodations. In some instances, responding organizations provided distinct location entries for their recreation and entertainment, and accommodation lines-of-business.

Table 8.12: Accommodations Participants, by Province

Province/ Territory	Luxury Hotel / Resort	Mid-Market Hotel / Resort	Economy Hotel	Inn / B&B	Motel	Cottage / Cabin / Campground / RV Park
Alberta (n=30)	9%	46%	2%	1%	35%	7%
British Columbia (n=46)	18%	42%	8%	6%	14%	12%
Manitoba (n=11)	8%	19%	12%	4%	15%	42%
New Brunswick (n=9)	3%	34%	3%	37%	11%	11%
Newfoundland & Labrador (n=9)	0%	30%	7%	56%	0%	7%
Nova Scotia (n=11)	6%	46%	2%	23%	8%	15%
Ontario (n=66)	8%	30%	8%	10%	16%	28%
Prince Edward Island (n=4)	9%	36%	0%	23%	18%	14%
Québec (n=56)	22%	38%	7%	9%	13%	10%
Saskatchewan (n=15)	0%	25%	35%	10%	25%	5%
Yukon (n=4)	6%	22%	17%	0%	39%	17%
Total (n=261)	12%	36%	9%	11%	17%	16%

Table 8.13: Number of Accommodation Units, by Province

Province/ Territory	Fewer than 100	100 to 199	200 or more
Alberta (n=26)	58%	28%	14%
British Columbia (n=42)	70%	21%	9%
Manitoba (n=7)	75%	13%	13%
New Brunswick (n=8)	78%	19%	3%
Newfoundland & Labrador (n=9)	85%	12%	4%
Nova Scotia (n=10)	71%	19%	10%
Ontario (n=63)	61%	25%	14%
Prince Edward Island (n=4)	76%	14%	10%
Québec (n=52)	61%	30%	9%
Saskatchewan (n=13)	76%	18%	6%
Yukon (n=3)	100%	0%	0%
Total (n=235)	66%	23%	11%

Note: A number of accommodations participants initially described their business as ‘other industry group,’ typically due to their business offering food & beverage services, recreation & entertainment, and/or travel services. The programming of the survey only prompted number of units from those participants who explicitly described their business as being in the accommodations industry.

8.3 Participant Profile – Locations by Industry Group

Table 8.14: Management Structure, by Industry Group

Industry Group	Subsidiary / division	Owner operator (franchise)	Owner operator (non-franchise)	Parent Organization	Not-for-Profit / Volunteer Run	Govt.	Other
Food & Beverage Services (n=1515)	3%	31%	54%	10%	0%	0%	1%
Accommodation (n=260)	13%	17%	50%	8%	1%	0%	10%
Recreation & Entertainment (n=504)	17%	1%	25%	13%	29%	9%	6%
Travel Services (n=112)	50%	8%	20%	7%	7%	5%	2%
Total (n=2390)	9%	22%	46%	11%	7%	2%	3%

Tables 8.15 through 8.17 show the number of employees per employment status (seasonal, part-time, and full-time) each participating location employed in 2011. The fluctuations in counts per industry group and overall reflect participating locations being unable to provide a reliable estimate for a given employment status. Most locations (2275) were able to provide staff counts for their full-time staff, while substantively fewer (2014) were able to estimate their seasonal staff. The exception to the rule is the recreation and entertainment industry. This is not surprising however, as 25% of locations in that industry operated only during peak-seasons – the highest rate for any industry group – and thus all staff members would be considered seasonal.

Table 8.15: Number of Employees (Seasonal), by Industry Group

Industry Group	No seasonal staff	1-19 seasonal employees	20-49 seasonal employees	50-99 seasonal employees	100 or more seasonal employees
Food & Beverage Services (n=1241)	53%	34%	11%	1%	1%
Accommodation (n=209)	34%	54%	8%	3%	1%
Recreation & Entertainment (n=463)	19%	56%	11%	5%	9%
Travel Services (n=101)	66%	31%	2%	1%	1%
Total (n=2014)	44%	41%	10%	2%	3%

Table 8.16: Number of Part-time Employees, by Industry Group

Industry Group	No part-time staff	1-19 PTEs	20-49 PTEs	50-99 PTEs	100 or more PTEs
Food & Beverage Services (n=1444)	9%	79%	9%	2%	0%
Accommodation (n=227)	20%	55%	16%	5%	4%
Recreation & Entertainment (n=460)	23%	56%	12%	3%	6%
Travel Services (n=104)	43%	54%	2%	0%	0%
Total (n=2235)	15%	71%	10%	3%	2%

Table 8.17: Number of Full-time Employees, by Industry Group

Industry Group	No full-time staff	1-19 FTEs	20-49 FTEs	50-99 FTEs	100 or more FTEs
Food & Beverage Services (n=1453)	11%	78%	9%	2%	0%
Accommodation (n=239)	11%	61%	13%	8%	7%
Recreation & Entertainment (n=477)	22%	58%	10%	5%	5%
Travel Services (n=106)	34%	61%	3%	1%	1%
Total (n=2275)	15%	71%	9%	3%	2%

Table 8.18: Operation Status, by Industry Group

Industry Group	All year long	Only during peak seasons of the year
Food & Beverage Services (n= 1515)	95%	5%
Accommodation (n= 260)	85%	15%
Recreation & Entertainment (n= 504)	75%	25%
Travel Services (n= 112)	96%	4%
Total (n= 2390)	90%	10%

Figure 8.1: Peak Seasons of Year-Round Businesses, by Industry Group

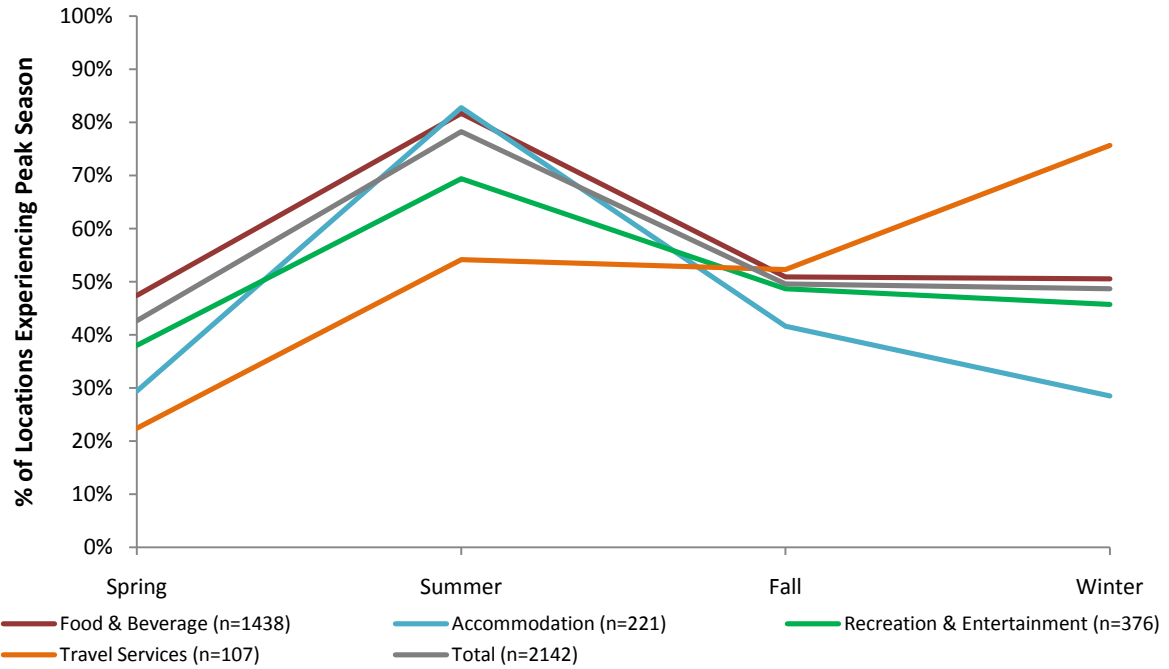
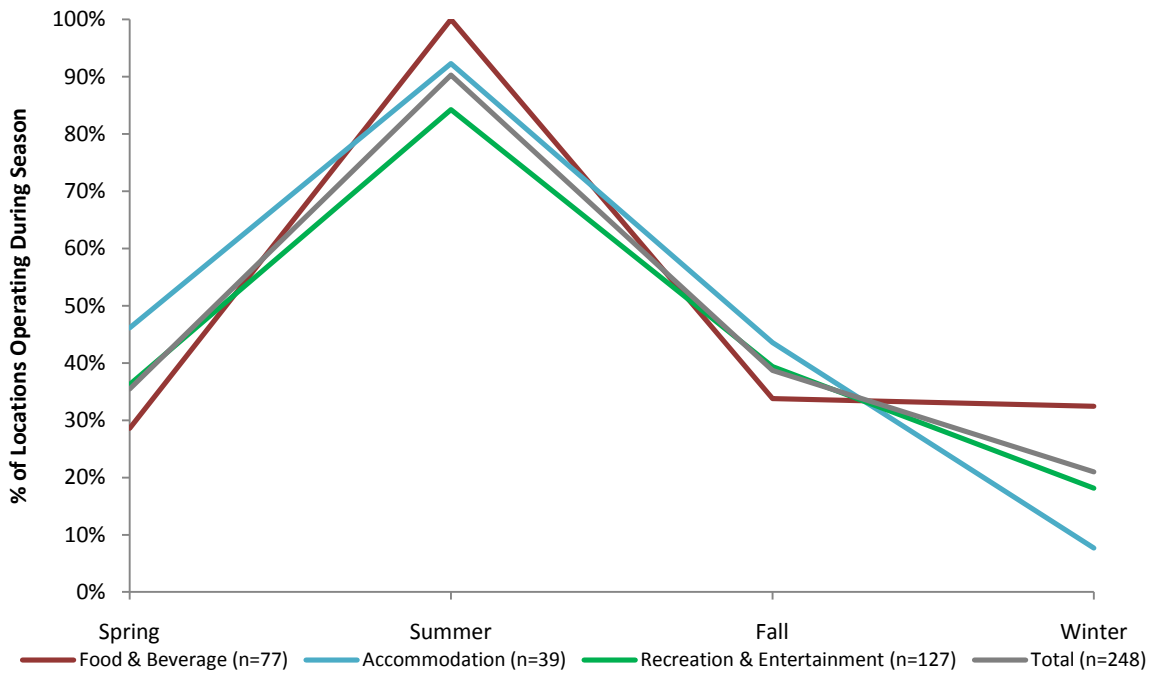


Figure 8.2: Operating Seasons of Seasonal Businesses, by Industry Group



Travel services industry group suppressed due to low number of applicable cases.

8.4 Participant Profile – Incumbents

Table 8.19 (below) details the number of incumbents per province and, per province, the share of these incumbents within each industry group. The data is unweighted and represents the actual number of incumbents for whom participating locations responded¹⁰.

Table 8.19: Incumbents for whom Participating Locations provided Job Data, by Province and Industry Group

	All Locations	Food & Beverage Services	Accommodation	Recreation & Entertainment	Travel Services
Alberta (n=4,265)	10%	25%	43%	27%	5%
British Columbia (n=8,599)	19%	16%	27%	50%	8%
Manitoba (n=1,600)	4%	40%	33%	17%	10%
New Brunswick (n=957)	2%	17%	65%	15%	4%
Newfoundland & Labrador (n=689)	2%	24%	50%	16%	10%
Nova Scotia (n=1,752)	4%	10%	64%	13%	13%
Ontario (n=12,779)	29%	24%	14%	48%	13%
Prince Edward Island (n=1,515)	3%	32%	16%	48%	4%
Québec (n=10,118)	23%	15%	32%	42%	12%
Saskatchewan (n=1,730)	4%	19%	23%	53%	5%
Yukon (n=831)	2%	23%	46%	6%	24%
Total (n=44,835)	100%	20%	29%	41%	10%

¹⁰ As stated at the start of this section, participating locations provided compensation data for 42,660 of their employees. Basic occupation data (i.e., only job titles and no compensation data) was provided for another 2,175 incumbents. While this ‘in-name-only’ job data is not included in the summary compensation tables (Section 6), they were utilized to apportion staff for organizations which responded aggregately for multiple locations, as discussed in Section 1.5.2 of this report.

SECTION 9: APPENDIX A

This appendix includes provincial and industry group breakdowns of participating locations' organization-wide human resource policies. This information may be of use to readers interested in policy trends particular to their province/territory *and* industry group, which is not displayed in the main body of this report. The following are detailed in this appendix:

- **Gratuity splitting policies** (Tables A-1 through A-15);
 - Percentage of organization with a gratuity splitting policy
 - Management involvement in the gratuity splitting policy;
 - Gratuity splitting method.

- **Human resource development (HRD) practices** (Tables A-16 through A-31);
 - Practices surveyed by position level.

- **Benefits offered to staff** (Tables A-32 through A-47); and,
 - Benefits surveyed by position level.

- **Perquisites and incentives offered to staff** (Tables A-48 through A-63).
 - Perquisites and incentives surveyed by position level.

Most of the tables may be compared with findings of the 2010 report. Gratuity splitting policies, benefits offered to staff, and perquisites and incentives offered to staff, were surveyed for, and presented similarly in, the 2010 report. Human resource development policies were surveyed for by different fashion in 2010 and thus cannot be compared to the findings presented here.

Gratuity Splitting Policies

Table A-1: Locations* with a Gratuity Splitting Policy - by Industry Group

	Total (n=907)	Food & Beverage Services (n=364)	Accommodation (n=316)	Recreation & Entertainment (n=171)	Travel Services (n=56)
Does organization have a gratuity splitting policy? (YES)					
Alberta (n=91)	84%	85%	83%	85%	0%
British Columbia (n=176)	85%	88%	80%	76%	40%
Manitoba (n=40)	67%	75%	36%	60%	0%
New Brunswick (n=45)	87%	93%	88%	40%	0%
Newfoundland & Labrador (n=30)	51%	40%	63%	71%	50%
Nova Scotia (n=49)	80%	88%	63%	50%	60%
Ontario (n=199)	62%	63%	63%	59%	12%
Prince Edward Island (n=46)	86%	97%	50%	80%	0%
Québec (n=180)	51%	49%	68%	55%	0%
Saskatchewan (n=37)	50%	55%	25%	64%	25%
Yukon (n=14)	92%	100%	88%	0%	67%
Total (n=907)	67%	67%	67%	66%	26%

*Limited to locations where at least some staff receive gratuities.

Table A-2: Management Involvement in Gratuity Splitting - by Industry Group

	Total (n=606)	Food & Beverage Services (n=260)	Accommodation (n=219)	Recreation & Entertainment (n=112)	Travel Services (n=15)
Does organization enforce and monitor gratuity splitting policy? (Yes, management enforces and monitors the gratuity splitting practice)					
Alberta (n=74)	59%	53%	79%	82%	0%
British Columbia (n=138)	56%	58%	76%	40%	50%
Manitoba (n=23)	49%	53%	20%	33%	0%
New Brunswick (n=38)	79%	92%	35%	50%	0%
Newfoundland & Labrador (n=18)	25%	0%	50%	40%	0%
Nova Scotia (n=32)	68%	71%	80%	0%	0%
Ontario (n=115)	37%	30%	76%	65%	0%
Prince Edward Island (n=39)	24%	13%	80%	50%	0%
Québec (n=99)	63%	59%	86%	60%	0%
Saskatchewan (n=18)	49%	50%	0%	67%	0%
Yukon (n=12)	60%	67%	57%	0%	0%
Total (n=606)	52%	49%	72%	56%	23%

Table A-3: Management Receiving a Portion of Gratuities - by Industry Group

	Total (n=606)	Food & Beverage Services (n=260)	Accommodation (n=219)	Recreation & Entertainment (n=112)	Travel Services (n=15)
Does management receive a portion of gratuities? (YES)					
Alberta (n=74)	15%	9%	66%	9%	0%
British Columbia (n=138)	36%	38%	52%	18%	0%
Manitoba (n=23)	21%	20%	20%	33%	0%
New Brunswick (n=38)	71%	85%	35%	0%	0%
Newfoundland & Labrador (n=18)	17%	0%	50%	0%	0%
Nova Scotia (n=32)	41%	43%	45%	0%	0%
Ontario (n=115)	14%	13%	28%	13%	0%
Prince Edward Island (n=39)	5%	0%	40%	0%	0%
Québec (n=99)	14%	14%	16%	15%	0%
Saskatchewan (n=18)	35%	50%	0%	0%	0%
Yukon (n=12)	60%	67%	57%	0%	0%
Total (n=606)	23%	23%	37%	14%	0%

Table A-4: Gratuity splitting methods - by Industry Group (National)

	Total (n=606)	Food & Beverage Services (n=260)	Accommodation (n=219)	Recreation & Entertainment (n=112)	Travel Services (n=15)
Employees tip out a percentage of their gratuities to be split among support staff	21%	21%	16%	26%	25%
Employees tip out a percentage of their total sales to be split among support staff	22%	25%	10%	12%	15%
Gratuities are distributed based on hours worked	23%	23%	29%	15%	8%
Gratuities are distributed using a point system based on job function and/or length of service	5%	3%	25%	5%	15%
Employees contribute all gratuities received to a tip pool	26%	27%	17%	28%	35%
Other (specify)	3%	2%	3%	15%	1%

Table A-5: Gratuity splitting methods, by Industry Group (Alberta)

	Total (n=74)	Food & Beverage Services (n=34)	Accommodation (n=29)	Recreation & Entertainment (n=11)	Travel Services (n=0)
Employees tip out a percentage of their gratuities to be split among support staff	12%	12%	3%	18%	n/a
Employees tip out a percentage of their total sales to be split among support staff	19%	21%	10%	18%	n/a
Gratuities are distributed based on hours worked	23%	18%	34%	45%	n/a
Gratuities are distributed using a point system based on job function and/or length of service	5%	0%	48%	0%	n/a
Employees contribute all gratuities received to a tip pool	40%	50%	0%	9%	n/a
Other (specify)	1%	0%	3%	9%	n/a

Table A-6: Gratuity splitting methods - by Industry Group (British Columbia)

	Total (n=138)	Food & Beverage Services (n=52)	Accommodation (n=45)	Recreation & Entertainment (n=35)	Travel Services (n=6)
Employees tip out a percentage of their gratuities to be split among support staff	14%	12%	20%	23%	33%
Employees tip out a percentage of their total sales to be split among support staff	40%	48%	13%	14%	33%
Gratuities are distributed based on hours worked	24%	27%	33%	9%	17%
Gratuities are distributed using a point system based on job function and/or length of service	1%	0%	9%	0%	0%
Employees contribute all gratuities received to a tip pool	15%	10%	18%	40%	17%
Other (specify)	6%	4%	7%	14%	0%

Table A-7: Gratuity splitting methods - by Industry Group (Manitoba)

	Total (n=23)	Food & Beverage Services (n=15)	Accommodation (n=5)	Recreation & Entertainment (n=3)	Travel Services (n=0)
Employees tip out a percentage of their gratuities to be split among support staff	21%	20%	20%	33%	n/a
Employees tip out a percentage of their total sales to be split among support staff	32%	33%	20%	33%	n/a
Gratuities are distributed based on hours worked	9%	7%	40%	0%	n/a
Gratuities are distributed using a point system based on job function and/or length of service	0%	0%	0%	0%	n/a
Employees contribute all gratuities received to a tip pool	32%	33%	20%	33%	n/a
Other (specify)	6%	7%	0%	0%	n/a

Table A-8: Gratuity splitting methods - by Industry Group (New Brunswick)

	Total (n=38)	Food & Beverage Services (n=13)	Accommodation (n=23)	Recreation & Entertainment (n=2)	Travel Services (n=0)
Employees tip out a percentage of their gratuities to be split among support staff	1%	0%	4%	0%	n/a
Employees tip out a percentage of their total sales to be split among support staff	14%	15%	0%	50%	n/a
Gratuities are distributed based on hours worked	1%	0%	4%	0%	n/a
Gratuities are distributed using a point system based on job function and/or length of service	4%	0%	22%	0%	n/a
Employees contribute all gratuities received to a tip pool	79%	85%	65%	50%	n/a
Other (specify)	1%	0%	4%	0%	n/a

Table A-9: Gratuity splitting methods - by Industry Group (Newfoundland & Labrador)

	Total (n=18)	Food & Beverage Services (n=2)	Accommodation (n=10)	Recreation & Entertainment (n=5)	Travel Services (n=1)
Employees tip out a percentage of their gratuities to be split among support staff	4%	0%	0%	20%	0%
Employees tip out a percentage of their total sales to be split among support staff	3%	0%	10%	0%	0%
Gratuities are distributed based on hours worked	7%	0%	20%	0%	0%
Gratuities are distributed using a point system based on job function and/or length of service	18%	0%	40%	20%	0%
Employees contribute all gratuities received to a tip pool	68%	100%	30%	60%	100%
Other (specify)	0%	0%	0%	0%	0%

Table A-10: Gratuity splitting methods - by Industry Group (Nova Scotia)

	Total (n=32)	Food & Beverage Services (n=7)	Accommodation (n=20)	Recreation & Entertainment (n=2)	Travel Services (n=3)
Employees tip out a percentage of their gratuities to be split among support staff	28%	29%	30%	0%	33%
Employees tip out a percentage of their total sales to be split among support staff	36%	43%	10%	0%	0%
Gratuities are distributed based on hours worked	14%	14%	20%	0%	0%
Gratuities are distributed using a point system based on job function and/or length of service	4%	0%	30%	0%	0%
Employees contribute all gratuities received to a tip pool	18%	14%	10%	100%	67%
Other (specify)	0%	0%	0%	0%	0%

Table A-11: Gratuity splitting methods - by Industry Group (Ontario)

	Total (n=115)	Food & Beverage Services (n=61)	Accommodation (n=29)	Recreation & Entertainment (n=23)	Travel Services (n=2)
Employees tip out a percentage of their gratuities to be split among support staff	34%	34%	24%	35%	0%
Employees tip out a percentage of their total sales to be split among support staff	13%	13%	14%	9%	0%
Gratuities are distributed based on hours worked	33%	36%	34%	13%	0%
Gratuities are distributed using a point system based on job function and/or length of service	2%	0%	21%	4%	100%
Employees contribute all gratuities received to a tip pool	17%	16%	7%	30%	0%
Other (specify)	1%	0%	0%	9%	0%

Table A-12: Gratuity splitting methods - by Industry Group (Prince Edward Island)

	Total (n=39)	Food & Beverage Services (n=30)	Accommodation (n=5)	Recreation & Entertainment (n=4)	Travel Services (n=0)
Employees tip out a percentage of their gratuities to be split among support staff	7%	3%	20%	25%	n/a
Employees tip out a percentage of their total sales to be split among support staff	5%	7%	0%	0%	n/a
Gratuities are distributed based on hours worked	9%	3%	40%	25%	n/a
Gratuities are distributed using a point system based on job function and/or length of service	3%	0%	20%	0%	n/a
Employees contribute all gratuities received to a tip pool	70%	87%	0%	0%	n/a
Other (specify)	6%	0%	20%	50%	n/a

Table A-13: Gratuity splitting methods - by Industry Group (Québec)

	Total (n=99)	Food & Beverage Services (n=37)	Accommodation (n=44)	Recreation & Entertainment (n=18)	Travel Services (n=0)
Employees tip out a percentage of their gratuities to be split among support staff	21%	22%	11%	22%	n/a
Employees tip out a percentage of their total sales to be split among support staff	14%	16%	5%	6%	n/a
Gratuities are distributed based on hours worked	15%	14%	27%	17%	n/a
Gratuities are distributed using a point system based on job function and/or length of service	16%	14%	36%	11%	n/a
Employees contribute all gratuities received to a tip pool	30%	35%	18%	6%	n/a
Other (specify)	4%	0%	2%	39%	n/a

Table A-14: Gratuity splitting methods - by Industry Group (Saskatchewan)

	Total (n=18)	Food & Beverage Services (n=6)	Accommodation (n=2)	Recreation & Entertainment (n=9)	Travel Services (n=1)
Employees tip out a percentage of their gratuities to be split among support staff	11%	0%	50%	33%	0%
Employees tip out a percentage of their total sales to be split among support staff	23%	33%	0%	0%	0%
Gratuities are distributed based on hours worked	0%	0%	0%	0%	0%
Gratuities are distributed using a point system based on job function and/or length of service	9%	0%	0%	44%	0%
Employees contribute all gratuities received to a tip pool	29%	33%	50%	0%	100%
Other (specify)	28%	33%	0%	22%	0%

Table A-15: Gratuity splitting methods - by Industry Group (Yukon)

	Total (n=12)	Food & Beverage Services (n=3)	Accommodation (n=7)	Recreation & Entertainment (n=0)	Travel Services (n=2)
Employees tip out a percentage of their gratuities to be split among support staff	36%	67%	14%	n/a	50%
Employees tip out a percentage of their total sales to be split among support staff	0%	0%	0%	n/a	0%
Gratuities are distributed based on hours worked	8%	0%	14%	n/a	0%
Gratuities are distributed using a point system based on job function and/or length of service	8%	0%	14%	n/a	0%
Employees contribute all gratuities received to a tip pool	38%	33%	43%	n/a	0%
Other (specify)	9%	0%	14%	n/a	50%

Human Resource Development (HRD) Practices

Table A-16: Human resource development (HRD) practices - by position level (National) (n=2376)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Mentoring	18%	42%	46%	41%
Job shadowing	12%	35%	66%	29%
Cross training	15%	38%	63%	34%
Classroom instruction	26%	42%	28%	52%
Online learning resources	30%	48%	41%	46%
Sending employees to conferences, workshops and other learning and networking events	44%	60%	28%	32%

Table A-17: Human resource development (HRD) practices - by position level (Alberta) (n=251)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Mentoring	18%	59%	62%	26%
Job shadowing	21%	54%	76%	20%
Cross training	25%	49%	74%	21%
Classroom instruction	32%	56%	38%	39%
Online learning resources	38%	63%	61%	30%
Sending employees to conferences, workshops and other learning and networking events	45%	72%	33%	17%

Table A-18: Human resource development (HRD) practices - by position level (British Columbia) (n=403)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Mentoring	21%	50%	53%	33%
Job shadowing	10%	34%	65%	29%
Cross training	11%	34%	63%	34%
Classroom instruction	23%	42%	28%	54%
Online learning resources	25%	41%	34%	55%
Sending employees to conferences, workshops and other learning and networking events	41%	58%	24%	35%

Table A-19: Human resource development (HRD) practices - by position level (Manitoba) (n=110)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Mentoring	14%	40%	42%	47%
Job shadowing	10%	33%	64%	34%
Cross training	13%	42%	60%	37%
Classroom instruction	23%	37%	25%	56%
Online learning resources	24%	47%	50%	41%
Sending employees to conferences, workshops and other learning and networking events	41%	67%	26%	22%

Table A-20: Human resource development (HRD) practices - by position level (New Brunswick) (n=79)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Mentoring	12%	24%	43%	54%
Job shadowing	6%	19%	36%	60%
Cross training	14%	28%	35%	58%
Classroom instruction	15%	17%	19%	75%
Online learning resources	50%	59%	57%	31%
Sending employees to conferences, workshops and other learning and networking events	68%	72%	66%	16%

Table A-21: Human resource development (HRD) practices - by position level (Newfoundland & Labrador) (n=73)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Mentoring	20%	37%	49%	43%
Job shadowing	12%	20%	60%	34%
Cross training	12%	26%	52%	39%
Classroom instruction	7%	37%	15%	59%
Online learning resources	33%	44%	40%	47%
Sending employees to conferences, workshops and other learning and networking events	34%	53%	20%	38%

Table A-22: Human resource development (HRD) practices - by position level (Nova Scotia) (n=95)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Mentoring	29%	43%	70%	25%
Job shadowing	17%	37%	70%	29%
Cross training	12%	31%	58%	40%
Classroom instruction	21%	36%	43%	38%
Online learning resources	25%	52%	35%	42%
Sending employees to conferences, workshops and other learning and networking events	44%	48%	34%	42%

Table A-23: Human resource development (HRD) practices - by position level (Ontario) (n=601)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Mentoring	17%	45%	53%	39%
Job shadowing	11%	35%	73%	26%
Cross training	14%	41%	70%	29%
Classroom instruction	38%	50%	25%	46%
Online learning resources	40%	59%	51%	34%
Sending employees to conferences, workshops and other learning and networking events	53%	68%	26%	27%

Table A-24: Human resource development (HRD) practices - by position level (Prince Edward Island) (n=94)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Mentoring	19%	68%	27%	20%
Job shadowing	15%	58%	77%	20%
Cross training	7%	54%	71%	25%
Classroom instruction	26%	72%	65%	27%
Online learning resources	26%	74%	68%	25%
Sending employees to conferences, workshops and other learning and networking events	65%	81%	30%	16%

Table A-25: Human resource development (HRD) practices - by position level (Québec) (n=551)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Mentoring	20%	25%	23%	55%
Job shadowing	14%	31%	55%	34%
Cross training	16%	34%	51%	43%
Classroom instruction	15%	30%	29%	61%
Online learning resources	15%	28%	23%	66%
Sending employees to conferences, workshops and other learning and networking events	35%	45%	27%	44%

Table A-26: Human resource development (HRD) practices - by position level (Saskatchewan) (n=89)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Mentoring	12%	38%	57%	36%
Job shadowing	6%	24%	67%	31%
Cross training	5%	37%	64%	32%
Classroom instruction	15%	31%	28%	61%
Online learning resources	26%	40%	37%	50%
Sending employees to conferences, workshops and other learning and networking events	32%	50%	32%	39%

Table A-27: Human resource development (HRD) practices - by position level (Yukon) (n=30)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Mentoring	4%	50%	54%	31%
Job shadowing	8%	39%	61%	34%
Cross training	4%	35%	46%	49%
Classroom instruction	17%	33%	31%	58%
Online learning resources	16%	41%	32%	58%
Sending employees to conferences, workshops and other learning and networking events	34%	53%	40%	27%

Table A-28: Human resource development (HRD) practices - by position level (Food & Beverage Services) (n=557)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Mentoring	15%	39%	43%	44%
Job shadowing	12%	34%	67%	28%
Cross training	13%	38%	67%	30%
Classroom instruction	25%	37%	20%	57%
Online learning resources	26%	45%	38%	50%
Sending employees to conferences, workshops and other learning and networking events	38%	51%	20%	42%

Table A-29: Human resource development (HRD) practices - by position level (Accommodation) (n=634)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Mentoring	22%	43%	48%	37%
Job shadowing	12%	31%	65%	30%
Cross training	15%	43%	62%	32%
Classroom instruction	23%	44%	37%	49%
Online learning resources	30%	49%	48%	42%
Sending employees to conferences, workshops and other learning and networking events	47%	62%	33%	27%

Table A-30: Human resource development (HRD) practices - by position level (Recreation & Entertainment) (n=591)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Mentoring	24%	44%	50%	38%
Job shadowing	14%	36%	61%	36%
Cross training	20%	40%	57%	39%
Classroom instruction	34%	56%	43%	38%
Online learning resources	33%	50%	39%	43%
Sending employees to conferences, workshops and other learning and networking events	56%	81%	45%	11%

Table A-31: Human resource development (HRD) practices - by position level (Travel Services) (n=594)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Mentoring	29%	63%	73%	23%
Job shadowing	5%	53%	77%	20%
Cross training	10%	25%	37%	60%
Classroom instruction	18%	49%	52%	42%
Online learning resources	66%	70%	78%	18%
Sending employees to conferences, workshops and other learning and networking events	77%	85%	43%	3%

Benefits Offered to Staff

Group health / dental insurance are that in excess of government plan. Health Care Spending Account (HCSA) is a lump sum to pay expenses not covered by other health / dental insurance plans. Maternity / parental leave are in excess of legislated requirements.

Table A-32: Benefits offered to employees - by position level (National) (n=2376)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Group health / dental insurance	42%	49%	31%	49%
Health care spending account (HCSA)	10%	10%	8%	88%
Short term disability / sick benefits (STD)	23%	27%	19%	69%
Long term disability (LTD)	31%	35%	19%	62%
Maternity / parental leave	16%	17%	15%	78%
Employee / dependent life / AD&D insurance	36%	41%	26%	56%
Registered pension plan	13%	17%	12%	81%
Group RRSP (to which employer contributes)	14%	16%	12%	83%

Table A-33: Benefits offered to employees - by position level (Alberta) (n=251)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Group health / dental insurance	60%	67%	41%	28%
Health care spending account (HCSA)	13%	15%	11%	84%
Short term disability / sick benefits (STD)	40%	42%	23%	56%
Long term disability (LTD)	50%	51%	29%	46%
Maternity / parental leave	34%	33%	31%	61%
Employee / dependent life / AD&D insurance	51%	58%	33%	40%
Registered pension plan	8%	20%	8%	77%
Group RRSP (to which employer contributes)	23%	23%	21%	74%

Table A-34: Benefits offered to employees - by position level (British Columbia) (n=403)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Group health / dental insurance	46%	53%	38%	43%
Health care spending account (HCSA)	15%	14%	9%	83%
Short term disability / sick benefits (STD)	25%	27%	17%	68%
Long term disability (LTD)	32%	35%	21%	60%
Maternity / parental leave	7%	11%	10%	87%
Employee / dependent life / AD&D insurance	37%	43%	34%	54%
Registered pension plan	13%	13%	11%	84%
Group RRSP (to which employer contributes)	13%	16%	11%	82%

Table A-35: Benefits offered to employees - by position level (Manitoba) (n=110)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Group health / dental insurance	40%	54%	33%	45%
Health care spending account (HCSA)	12%	19%	17%	76%
Short term disability / sick benefits (STD)	27%	36%	25%	61%
Long term disability (LTD)	30%	41%	20%	58%
Maternity / parental leave	10%	20%	17%	72%
Employee / dependent life / AD&D insurance	32%	42%	23%	54%
Registered pension plan	16%	22%	15%	77%
Group RRSP (to which employer contributes)	9%	9%	9%	86%

Table A-36: Benefits offered to employees - by position level (New Brunswick) (n=79)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Group health / dental insurance	60%	58%	47%	36%
Health care spending account (HCSA)	5%	7%	2%	92%
Short term disability / sick benefits (STD)	10%	9%	3%	87%
Long term disability (LTD)	13%	15%	6%	83%
Maternity / parental leave	8%	10%	9%	85%
Employee / dependent life / AD&D insurance	15%	16%	13%	81%
Registered pension plan	37%	36%	2%	62%
Group RRSP (to which employer contributes)	39%	38%	4%	57%

Table A-37: Benefits offered to employees - by position level (Newfoundland & Labrador) (n=73)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Group health / dental insurance	27%	30%	24%	67%
Health care spending account (HCSA)	13%	12%	12%	87%
Short term disability / sick benefits (STD)	14%	21%	15%	77%
Long term disability (LTD)	16%	23%	17%	77%
Maternity / parental leave	10%	17%	14%	83%
Employee / dependent life / AD&D insurance	21%	27%	21%	73%
Registered pension plan	11%	17%	9%	81%
Group RRSP (to which employer contributes)	13%	23%	1%	68%

Table A-38: Benefits offered to employees - by position level (Nova Scotia) (n=95)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Group health / dental insurance	36%	35%	22%	60%
Health care spending account (HCSA)	16%	16%	15%	83%
Short term disability / sick benefits (STD)	31%	28%	17%	66%
Long term disability (LTD)	33%	33%	18%	65%
Maternity / parental leave	5%	6%	4%	93%
Employee / dependent life / AD&D insurance	34%	33%	20%	63%
Registered pension plan	19%	18%	17%	79%
Group RRSP (to which employer contributes)	7%	6%	6%	92%

Table A-39: Benefits offered to employees - by position level (Ontario) (n=601)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Group health / dental insurance	45%	54%	31%	45%
Health care spending account (HCSA)	9%	10%	8%	89%
Short term disability / sick benefits (STD)	19%	27%	20%	72%
Long term disability (LTD)	35%	41%	18%	57%
Maternity / parental leave	20%	18%	16%	73%
Employee / dependent life / AD&D insurance	41%	48%	28%	50%
Registered pension plan	18%	22%	17%	77%
Group RRSP (to which employer contributes)	15%	17%	14%	83%

Table A-40: Benefits offered to employees - by position level (Prince Edward Island) (n=94)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Group health / dental insurance	66%	73%	69%	24%
Health care spending account (HCSA)	3%	14%	5%	86%
Short term disability / sick benefits (STD)	44%	49%	47%	50%
Long term disability (LTD)	25%	31%	25%	68%
Maternity / parental leave	51%	53%	52%	47%
Employee / dependent life / AD&D insurance	22%	26%	22%	72%
Registered pension plan	21%	20%	17%	74%
Group RRSP (to which employer contributes)	2%	13%	11%	87%

Table A-41: Benefits offered to employees - by position level (Québec) (n=551)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Group health / dental insurance	27%	30%	21%	67%
Health care spending account (HCSA)	6%	5%	3%	94%
Short term disability / sick benefits (STD)	20%	22%	17%	72%
Long term disability (LTD)	19%	21%	15%	75%
Maternity / parental leave	11%	14%	13%	84%
Employee / dependent life / AD&D insurance	27%	27%	18%	67%
Registered pension plan	8%	9%	7%	89%
Group RRSP (to which employer contributes)	9%	11%	8%	87%

Table A-42: Benefits offered to employees - by position level (Saskatchewan) (n=89)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Group health / dental insurance	43%	55%	41%	43%
Health care spending account (HCSA)	14%	6%	6%	84%
Short term disability / sick benefits (STD)	24%	27%	22%	67%
Long term disability (LTD)	31%	30%	23%	60%
Maternity / parental leave	14%	9%	9%	83%
Employee / dependent life / AD&D insurance	30%	38%	27%	56%
Registered pension plan	10%	18%	11%	81%
Group RRSP (to which employer contributes)	5%	11%	6%	89%

Table A-43: Benefits offered to employees - by position level (Yukon) (n=30)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Group health / dental insurance	33%	37%	32%	58%
Health care spending account (HCSA)	19%	19%	15%	81%
Short term disability / sick benefits (STD)	16%	12%	5%	83%
Long term disability (LTD)	24%	24%	17%	75%
Maternity / parental leave	19%	20%	13%	80%
Employee / dependent life / AD&D insurance	28%	31%	28%	64%
Registered pension plan	15%	15%	8%	85%
Group RRSP (to which employer contributes)	15%	12%	4%	84%

Table A-44: Benefits offered to employees - by position level (Food & Beverage Services) (n=557)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Group health / dental insurance	37%	42%	23%	56%
Health care spending account (HCSA)	8%	7%	5%	91%
Short term disability / sick benefits (STD)	16%	18%	10%	79%
Long term disability (LTD)	23%	25%	9%	72%
Maternity / parental leave	14%	13%	13%	80%
Employee / dependent life / AD&D insurance	31%	34%	17%	63%
Registered pension plan	8%	13%	7%	86%
Group RRSP (to which employer contributes)	10%	11%	8%	88%

Table A-45: Benefits offered to employees - by position level (Accommodation) (n=634)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Group health / dental insurance	43%	53%	48%	44%
Health care spending account (HCSA)	6%	6%	4%	92%
Short term disability / sick benefits (STD)	25%	28%	22%	66%
Long term disability (LTD)	36%	43%	32%	55%
Maternity / parental leave	8%	11%	11%	87%
Employee / dependent life / AD&D insurance	39%	46%	42%	50%
Registered pension plan	8%	10%	9%	86%
Group RRSP (to which employer contributes)	19%	19%	18%	75%

Table A-46: Benefits offered to employees - by position level (Recreation & Entertainment) (n=591)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Group health / dental insurance	51%	61%	40%	34%
Health care spending account (HCSA)	10%	12%	7%	87%
Short term disability / sick benefits (STD)	37%	47%	32%	50%
Long term disability (LTD)	45%	53%	32%	43%
Maternity / parental leave	21%	27%	20%	71%
Employee / dependent life / AD&D insurance	43%	53%	36%	44%
Registered pension plan	24%	27%	21%	70%
Group RRSP (to which employer contributes)	18%	23%	15%	75%

Table A-47: Benefits offered to employees - by position level (Travel Services) (n=594)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Group health / dental insurance	71%	75%	69%	22%
Health care spending account (HCSA)	50%	51%	49%	47%
Short term disability / sick benefits (STD)	59%	63%	59%	34%
Long term disability (LTD)	67%	69%	65%	26%
Maternity / parental leave	32%	36%	34%	63%
Employee / dependent life / AD&D insurance	67%	70%	66%	26%
Registered pension plan	47%	50%	48%	49%
Group RRSP (to which employer contributes)	33%	36%	33%	62%

Perquisites and Incentives Offered to Staff

Table A-48: Perquisites and incentives offered to employees - by position level (National) (n=2376)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Association memberships	28%	25%	9%	66%
Communications technology	43%	44%	7%	45%
Company car / mileage / transportation allowance	37%	35%	14%	50%
Employee discounts / free services	51%	64%	65%	27%
Familiarization trips	16%	21%	13%	74%
On-site amenities	7%	8%	8%	90%
Tickets to events	20%	26%	29%	69%
Flex time	27%	38%	32%	52%
Job sharing	8%	13%	18%	79%
Telecommuting / home-based	12%	16%	3%	78%

Table A-49: Perquisites and incentives offered to employees - by position level (Alberta) (n=251)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Association memberships	34%	32%	17%	62%
Communications technology	46%	57%	15%	32%
Company car / mileage / transportation allowance	44%	55%	26%	34%
Employee discounts / free services	61%	71%	69%	22%
Familiarization trips	25%	27%	21%	67%
On-site amenities	17%	20%	20%	79%
Tickets to events	28%	33%	45%	52%
Flex time	31%	34%	28%	60%
Job sharing	16%	18%	21%	77%
Telecommuting / home-based	18%	20%	1%	75%

Table A-50: Perquisites and incentives offered to employees - by position level (British Columbia) (n=403)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Association memberships	25%	22%	6%	68%
Communications technology	40%	36%	3%	49%
Company car / mileage / transportation allowance	35%	28%	6%	55%
Employee discounts / free services	54%	71%	81%	16%
Familiarization trips	16%	23%	18%	67%
On-site amenities	9%	11%	10%	87%
Tickets to events	16%	25%	27%	69%
Flex time	14%	29%	25%	62%
Job sharing	4%	10%	16%	81%
Telecommuting / home-based	10%	12%	2%	82%

Table A-51: Perquisites and incentives offered to employees - by position level (Manitoba) (n=110)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Association memberships	23%	21%	8%	72%
Communications technology	40%	38%	7%	43%
Company car / mileage / transportation allowance	33%	30%	16%	50%
Employee discounts / free services	41%	48%	55%	37%
Familiarization trips	19%	22%	8%	73%
On-site amenities	4%	5%	5%	93%
Tickets to events	24%	47%	43%	51%
Flex time	30%	35%	27%	49%
Job sharing	12%	14%	19%	77%
Telecommuting / home-based	11%	19%	5%	77%

Table A-52: Perquisites and incentives offered to employees - by position level (New Brunswick) (n=79)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Association memberships	18%	8%	2%	81%
Communications technology	61%	61%	9%	32%
Company car / mileage / transportation allowance	55%	24%	5%	38%
Employee discounts / free services	56%	60%	61%	36%
Familiarization trips	11%	13%	12%	84%
On-site amenities	4%	5%	5%	95%
Tickets to events	17%	20%	18%	80%
Flex time	26%	28%	20%	65%
Job sharing	2%	11%	21%	79%
Telecommuting / home-based	38%	8%	5%	57%

Table A-53: Perquisites and incentives offered to employees - by position level (Newfoundland & Labrador) (n=73)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Association memberships	20%	14%	4%	79%
Communications technology	45%	47%	9%	42%
Company car / mileage / transportation allowance	32%	38%	4%	51%
Employee discounts / free services	40%	41%	41%	44%
Familiarization trips	18%	24%	5%	74%
On-site amenities	4%	5%	4%	95%
Tickets to events	14%	26%	28%	72%
Flex time	38%	57%	39%	37%
Job sharing	8%	10%	10%	90%
Telecommuting / home-based	6%	11%	2%	87%

Table A-54: Perquisites and incentives offered to employees - by position level (Nova Scotia) (n=95)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Association memberships	12%	8%	9%	81%
Communications technology	31%	18%	13%	56%
Company car / mileage / transportation allowance	24%	26%	6%	70%
Employee discounts / free services	57%	59%	74%	26%
Familiarization trips	11%	9%	10%	85%
On-site amenities	6%	8%	8%	91%
Tickets to events	25%	18%	32%	66%
Flex time	35%	21%	25%	57%
Job sharing	2%	1%	17%	83%
Telecommuting / home-based	10%	6%	2%	87%

Table A-55: Perquisites and incentives offered to employees - by position level (Ontario) (n=601)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Association memberships	28%	28%	7%	68%
Communications technology	45%	48%	5%	44%
Company car / mileage / transportation allowance	45%	47%	22%	42%
Employee discounts / free services	55%	71%	65%	24%
Familiarization trips	18%	24%	14%	72%
On-site amenities	6%	6%	6%	92%
Tickets to events	27%	33%	34%	64%
Flex time	29%	39%	25%	56%
Job sharing	9%	13%	18%	81%
Telecommuting / home-based	13%	22%	6%	74%

Table A-56: Perquisites and incentives offered to employees - by position level (Prince Edward Island) (n=94)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Association memberships	49%	48%	39%	43%
Communications technology	64%	74%	12%	18%
Company car / mileage / transportation allowance	63%	67%	16%	24%
Employee discounts / free services	58%	67%	68%	31%
Familiarization trips	56%	63%	20%	36%
On-site amenities	15%	17%	17%	83%
Tickets to events	24%	59%	62%	38%
Flex time	8%	14%	11%	85%
Job sharing	3%	5%	9%	91%
Telecommuting / home-based	1%	8%	1%	90%

Table A-57: Perquisites and incentives offered to employees - by position level (Québec) (n=551)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Association memberships	33%	25%	9%	61%
Communications technology	41%	39%	8%	48%
Company car / mileage / transportation allowance	26%	18%	8%	65%
Employee discounts / free services	41%	48%	55%	38%
Familiarization trips	11%	13%	5%	83%
On-site amenities	5%	5%	4%	94%
Tickets to events	7%	13%	13%	84%
Flex time	34%	48%	49%	35%
Job sharing	7%	13%	20%	76%
Telecommuting / home-based	9%	14%	3%	83%

Table A-58: Perquisites and incentives offered to employees - by position level (Saskatchewan) (n=89)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Association memberships	23%	27%	13%	70%
Communications technology	29%	35%	3%	56%
Company car / mileage / transportation allowance	27%	25%	9%	55%
Employee discounts / free services	46%	70%	73%	18%
Familiarization trips	9%	17%	8%	81%
On-site amenities	8%	10%	9%	89%
Tickets to events	23%	29%	31%	68%
Flex time	13%	24%	35%	58%
Job sharing	3%	12%	18%	81%
Telecommuting / home-based	5%	6%	2%	90%

Table A-59: Perquisites and incentives offered to employees - by position level (Yukon) (n=30)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Association memberships	28%	28%	8%	68%
Communications technology	49%	56%	15%	33%
Company car / mileage / transportation allowance	40%	19%	8%	53%
Employee discounts / free services	40%	61%	70%	30%
Familiarization trips	17%	5%	6%	77%
On-site amenities	4%	4%	4%	96%
Tickets to events	19%	19%	24%	76%
Flex time	31%	40%	36%	47%
Job sharing	8%	23%	23%	73%
Telecommuting / home-based	9%	0%	0%	91%

**Table A-60: Perquisites and incentives offered to employees - by position level (Food & Beverage Services)
(n=557)**

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Association memberships	24%	20%	6%	74%
Communications technology	38%	39%	5%	50%
Company car / mileage / transportation allowance	38%	35%	12%	51%
Employee discounts / free services	56%	69%	72%	19%
Familiarization trips	15%	18%	6%	80%
On-site amenities	3%	3%	3%	96%
Tickets to events	22%	29%	34%	65%
Flex time	26%	35%	32%	55%
Job sharing	8%	13%	19%	80%
Telecommuting / home-based	7%	13%	0%	84%

Table A-61: Perquisites and incentives offered to employees - by position level (Accommodation) (n=634)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Association memberships	33%	33%	7%	58%
Communications technology	51%	53%	10%	33%
Company car / mileage / transportation allowance	44%	35%	9%	45%
Employee discounts / free services	49%	64%	64%	28%
Familiarization trips	18%	23%	14%	71%
On-site amenities	22%	24%	24%	72%
Tickets to events	19%	26%	23%	70%
Flex time	22%	31%	31%	55%
Job sharing	6%	9%	19%	79%
Telecommuting / home-based	13%	19%	3%	75%

Table A-62: Perquisites and incentives offered to employees - by position level (Recreation & Entertainment) (n=591)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Association memberships	34%	35%	12%	54%
Communications technology	45%	50%	12%	39%
Company car / mileage / transportation allowance	29%	35%	20%	52%
Employee discounts / free services	36%	47%	47%	48%
Familiarization trips	17%	20%	15%	73%
On-site amenities	13%	16%	16%	82%
Tickets to events	15%	19%	19%	77%
Flex time	32%	47%	31%	45%
Job sharing	9%	14%	19%	77%
Telecommuting / home-based	17%	22%	10%	73%

Table A-63: Perquisites and incentives offered to employees - by position level (Travel Services) (n=594)

	Executive/ Owner	Supervisory/ Management	Frontline	Not offered
Association memberships	48%	42%	37%	46%
Communications technology	73%	52%	11%	18%
Company car / mileage / transportation allowance	44%	42%	35%	48%
Employee discounts / free services	56%	56%	59%	38%
Familiarization trips	28%	55%	85%	11%
On-site amenities	6%	6%	7%	93%
Tickets to events	15%	16%	17%	80%
Flex time	44%	48%	31%	38%
Job sharing	7%	8%	11%	87%
Telecommuting / home-based	54%	36%	19%	33%

SECTION 10: APPENDIX B

R.A. Malatest & Associates Ltd. determined, with the aid of the CTHRC, the occupations that would form the basis of data collection. The 2011 NOC system was used to assess whether relevant new occupations should be added, or whether certain occupations should be deleted from those used for the 2010 study. This work resulted in the inclusion of the 29 distinct occupations in the questionnaire, which form the basis of the compensation data. The final occupations that appear in this report differ from the list in some minor ways, as participants added other occupations during data collection. Those occupations that received sufficient data were added to this report. Table B-1 (below) lists all occupations on which analysis was conducted, their root NOC values, whether each occupation was included in the survey (or resulted from 'other' responses), and whether compensation data for each occupation has been included in the summary compensation tables (Section 6). Please note that data for some occupations, here indicated as appearing in all tables or national tables, was omitted from summary tables due to insufficient cases per grouping (e.g., region or industry group).

Table B-1: Occupations Studied

Occupation and NOC 2011 Titles	Origin	Data availability
Accommodation service manager 0632a Accommodation service manager	Survey item	In all Tables
Accommodation, travel, or related services supervisor 6313 Accommodation, travel, tourism or related services supervisor	Other responses	In all Tables
Accounting or related clerk 1431 Accounting or related clerk	Other responses	Contact CTHRC
Administrative officer 1221 Administrative officer	Other responses	Contact CTHRC
Advertising, marketing or public relations professional occupations 1123 Professional occupation in advertising, marketing or public relations	Other responses	In national Tables
Assistant general manager/director 0015b Assistant general manager/director	Other responses	In all Tables
Assistant manager No specific NOC Code	Other responses	In all Tables
Bartender 6512 Bartender	Survey item	In all Tables
Casino occupations 6533 Casino occupation	Other responses	In national Tables
Conference or event planner 1226 Conference or event planner	Other responses	In national Tables
Conservator, curator, or museum / art gallery manager 0511 Library, archive, museum or art gallery manager 5112 Conservator or curator	Other responses	In all Tables
Cook 6322 Cook	Survey item	In all Tables

Occupation and NOC 2011 Titles	Origin	Data availability
Delivery and courier service 7514 Delivery and courier service	Other responses	In national Tables
Director of sales and marketing 0124 Director of sales and marketing	Survey item	In all Tables
Dry cleaning, laundry or related occupations 6741 Dry cleaning, laundry or related occupation	Other responses	Contact CTHRC
Executive chef 6321a Executive chef	Survey item	In all Tables
Executive housekeeper 6312 Executive housekeeper	Survey item	In all Tables
Food and beverage server 6513 Food and beverage server	Survey item	In all Tables
Food and beverage service supervisor 6311 Food and beverage service supervisor	Survey item	In all Tables
Food counter attendant 6711a Food counter attendant	Survey item	In all Tables
Front desk agent 6525 Front desk agent	Survey item	In all Tables
General manager/director 0015a General manager/director	Survey item	In all Tables
Guest services attendant 6721a Guest services attendant	Survey item	In all Tables
Guest services manager 0632b Guest services manager	Survey item	In all Tables
Heritage interpreter 5212a Heritage interpreter	Survey item	In all Tables
Host/hostess 6511 Host/hostess	Survey item	In all Tables
Housekeeping room attendant 6731a Housekeeping room attendant	Survey item	In all Tables
Information technology professional 2174 Computer programmer or interactive media developer	Other responses	Contact CTHRC
Janitor, caretaker or maintenance worker 6733b Janitors, caretakers and maintenance workers	Other responses	In all Tables
Kitchen helper and related occupations 6711b Kitchen helper and related occupations	Survey item	In all Tables
Landscaping and grounds maintenance labourer 8612 Landscaping and grounds maintenance labourer	Survey item	In all Tables
Light duty cleaner (Excl. room attendant) 6731b Light duty cleaner (Other than room attendant)	Other responses	Contact CTHRC
Manager in performing arts 0512 Manager – publishing, motion picture, broadcasting or performing arts	Other responses	In national Tables

Occupation and NOC 2011 Titles	Origin	Data availability
5131 Producer, director, choreographer or related occupation		
5243 Theatre, fashion, exhibit or other creative designer		
Mechanic or repairer	Other responses	Contact CTHRC
7312 Heavy-duty equipment mechanic		
7321 Automotive service technician, truck or bus mechanic or mechanical repairer		
7334 Motorcycle, In all-terrain vehicle or other related mechanic		
7445 Other repairer or servicer		
Non-maintenance labourer	Other responses	Contact CTHRC
1524 Purchasing or inventory control worker		
5244 Craftsperson		
6563 Pet groomers or animal care worker		
8611 Harvesting labourer		
8614 Mine labourer		
9431 Sawmill machine operator		
9461 Process control or machine operator, food, beverage and associated products processing		
Operator or attendant	Survey item	In all Tables
6722 Operator or attendant		
Other business professional	Other responses	Contact CTHRC
1222 Executive assistant		
1223 Human resource or recruitment officer		
4163 Business development officer or marketing researcher/consultant		
Other customer/information services representative	Other responses	In national Tables
6552 Other customer or information services representative		
Other manager, non-guest services	Other responses	In all Tables
0111 Financial manager		
0112 Human resources manager		
0113 Purchasing manager		
0114 Other administrative services manager		
0123 Other business services manager		
1224 Property administrator		
Outdoor adventure guide	Survey item	In all Tables
6532 Outdoor adventure guide		
Passenger craft operator	Other responses	In national Tables
2271 Air pilot, flight engineer or flying instructor		
2274 Engineer officer, water transport		
7362 Railway conductor or brakeman/woman		
7512 Bus driver, subway operator or other transit operator		
Performing artists, athletes or related occupations	Other responses	In national Tables
5121 Author or writer		
5133 Musician or singer		
5135 Actor or comedian		
5241 Graphic designer or illustrator		

Occupation and NOC 2011 Titles	Origin	Data availability
5251 Athlete		
Program leader or instructor	Survey item	In all Tables
5254 Program leader or instructor		
Recreation, sports or fitness program / service director	Other responses	In all Tables
0513a Recreation, sports or fitness program/service director		
Resident scientist or related technical occupations	Other responses	Contact CTHRC
2121 Biologist or related scientist		
2255 Technical occupation in geomatics or meteorology		
4169 Other professional occupation in social science, n.e.c.		
Restaurant and food service manager	Survey item	In all Tables
0631 Restaurant and food service manager		
Retail sales clerk	Survey item	In all Tables
6421 Retail sales clerk		
Retail trade manager (Excluding travel agency managers)	Other responses	In all Tables
0621b Retail trade manager (Other than travel agency manager)		
Safety or security officer	Other responses	In national Tables
2224 Park ranger		
4423 By-law enforcement or other regulatory officer, n.e.c.		
6541 Security guards or related security service occupation		
Sales representative or ticket agent	Survey item	In all Tables
10035 Sales representative or ticket agent		
Sous chef	Survey item	In all Tables
6321b Sous chef		
Spa or beauty industry professional	Other responses	Contact CTHRC
3236 Massage therapist		
6562 Esthetician		
Superintendent maintenance / groundskeeper	Survey item	In all Tables
6733a Superintendent maintenance / groundskeeper		
Support occupations in accommodation / travel / facility set-up services (Excl. guest services attendant)	Other responses	In all Tables
6721b Support occupation in accommodation, travel or facilities set-up services (Other than guest services attendant)		
Technical occupations in museums and art galleries (Excl. interpreter)	Other responses	In all Tables
5212b Technical occupation related to museums or art galleries (other than interpreter/guide)		
Tour guide	Survey item	In all Tables
6531 Tour guide		
Travel agency manager	Survey item	In all Tables
0621a Travel agency manager		
Travel counselor	Survey item	In all Tables
6521 Travel counselor		

